

Public Document Pack



Helen Barrington

Director of Legal and Democratic
Services
County Hall
Matlock
Derbyshire
DE4 3AG

Email:

democratic.services@derbyshire.gov.uk

PUBLIC

To: Members of Cabinet

Wednesday, 3 April 2024

Dear Councillor,

Please attend a meeting of the **Cabinet** to be held at **2.00 pm** on **Thursday, 11 April 2024** in Committee Room 1, County Hall, Matlock, the agenda for which is set out below.

Yours faithfully

A handwritten signature in black ink that reads 'Helen E. Barrington'.

Helen Barrington
Director of Legal and Democratic Services

AGENDA

1. To receive apologies for absence
2. To receive declarations of interest (if any)
3. To consider Minority Group Leader questions (if any)

Minority Group Leaders in attendance at the meeting are able to ask a question on a report on the agenda. Any questions should be provided in writing by 12 noon at least 2 working days before the meeting.

4. To approve, as a correct record, the non-exempt minutes of the meeting held on 14 March 2024 (Pages 1 - 8)
5. Cloud Strategy (Pages 9 - 54)

6. Enhanced Funding for Stop Smoking Services (Pages 55 - 62)
7. Short breaks and day opportunities for people with a learning disability and/or who are autistic (Pages 63 - 80)
8. Repurposing of The Getaway and Outback provision (Pages 81 - 184)
9. Exclusion of the Public

To move “That under Regulation 4 (2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting for the following items of business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 would be disclosed to them.”

PART II - EXEMPT ITEMS

10. To approve, as a correct record, the exempt minutes of the meeting held on 14 March 2024 (Pages 185 - 186)
11. Acceptance of the National Bus Fare Cap Grant from the Department for Transport (Pages 187 - 194)
12. Proposed Fee Structure 2024/2025 - Concertus (Derbyshire) Limited (Pages 195 - 202)
13. Long Term Waste Management Project Update (Pages 203 - 272)

PUBLIC

MINUTES of a meeting of **CABINET** held on Thursday, 14 March 2024 at Committee Room 1, County Hall, Matlock.

PRESENT

Councillor B Lewis (in the Chair)

Councillors S Spencer, C Cupit, A Dale, N Hoy, T King, J Patten and C Renwick.

Apologies for absence were submitted for Councillor C Hart.

Officers present: Emma Alexander (Managing Director), Mark Kenyon (Director of Finance and ICT), Joe O'Sullivan (Executive Director - Corporate Services and Transformation), Helen Barrington (Director of Legal and Democratic Services), Carol Cammiss (Executive Director - Children's Services), Alec Dubberley (Head of Democratic and Registration Services), Chris Henning (Executive Director - Place), Ellie Houlston (Director Of Public Health) and Simon Stevens (Executive Director - Adult Social Care and Health).

40/24 TO RECEIVE DECLARATIONS OF INTEREST (IF ANY)

None received.

41/24 TO CONSIDER MINORITY GROUP LEADER QUESTIONS (IF ANY)

None received.

42/24 TO APPROVE, AS A CORRECT RECORD, THE NON-EXEMPT MINUTES OF THE MEETING HELD ON 22 FEBRUARY 2024.

RESOLVED:

To approve, as a correct record, the minutes of the meeting held on 22 February 2024.

43/24 SERVICE PLANS 2024-25

Councillor B Lewis introduced a report, which had been circulated in advance of the meeting, that sought agreement of the authority's Service Plans for 2024-25 for referral to Full Council for approval.

RESOLVED to:

Agree the authority's Service Plans for 2024-25 and recommend them to

Council for approval.

44/24 **PERFORMANCE MONITORING AND BUDGET
MONITORING/FORECAST OUTTURN 2023-24 AS AT QUARTER 3
(30 DECEMBER 2023)**

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, that provided an update of Council Plan performance and Revenue Budget/forecast outturn for 2023-24, as at 31 December 2023 (Quarter 3).

RESOLVED to:

- 1) Note and agree the update of Council Plan performance and Revenue Budget position/forecast outturn for 2023-24 as at 31 December 2023 (Quarter 3);
- 2) Note the position on General and Earmarked Reserves;
- 3) Note significant actions are required and will be undertaken across the Council to reduce the significant revenue overspend detailed in this report. Cabinet will be kept informed on the implementation and progress of these actions; and
- 4) Approve the virement of devolved training budgets from departments to a centralised training budget managed by the Learning and Development team within the Human Resources function, with effect from 1 April 2024.

45/24 **CAPITAL BUDGET MONITORING AND FORECAST AS AT
QUARTER 3 2023-24**

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, that informed Cabinet of the latest Capital budget monitoring position as at 31 December 2023.

RESOLVED to:

- 1) Note the current position on the monitoring of Capital schemes;
- 2) Approve the funding change for the Amber Valley Rationalisation project;
- 3) Approve the addition of £56.930m as set out in paragraph 4.7 of the report to the capital programme to be funded from borrowing; and

- 4) Approve the addition of £3.393m as set out in paragraph 4.8 7 of the report to the capital programme to be funded from council resources.

46/24 **FEEES AND CHARGES 2024/25**

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, that sought approval for the refreshed Corporate Charging Policy and proposed fees and charges to be levied from 1 April 2024.

RESOLVED to:

- 1) Approve the minor revisions and additions to the Corporate Charging Policy as set out at Appendix 2 to the report;
- 2) Approve the proposed Fees and Charges from 1 April 2024 as set out at Appendix 3 to the report; and
- 3) Note that other fees and charges may require subsequent separate approval or have already been approved under delegated powers.

47/24 **DIGITAL STRATEGY**

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, seeking approval of the Council's new Digital Strategy.

RESOLVED to:

- 1) Note the inherent risks relating to the current ICT service and progress already made through initial stabilisation activity;
- 2) Approve the Digital Strategy, vision, and principles for 2024 – 2028 in Appendix 2 of the report; and
- 3) Note alternative options considered.

48/24 **DIVERSE COUNCIL DECLARATION**

Councillor N Hoy introduced a report, which had been circulated in advance of the meeting, that set out the recommendations from the working group that considered the contents of a motion presented to Council in July 2023.

RESOLVED to:

Agree the recommendations from the Diverse Council Working Group as set out at paragraph 3.7 of the report.

49/24 VCS INFRASTRUCTURE PROVISION 2024-25

Councillor N Hoy introduced a report, which had been circulated in advance of the meeting, that presented an update on the development and implementation on the voluntary and community sector infrastructure approach as well as seeking approval to award grants for the next financial year.

RESOLVED to:

- 1) Note progress on the development and implementation of the Council's voluntary and community sector infrastructure approach over the last twelve months; and
- 2) Approve proposals to award voluntary and community sector infrastructure grants for a period of twelve months from 1 April 2024 to 31 March 2025 as set out in the report, totalling £452,228.

50/24 CARE HOME FEE PROPOSALS 2024-25

Councillor N Hoy introduced a report, which had been circulated in advance of the meeting, that sought approval to increase care homes fee for the next financial year.

RESOLVED to approve:

- 1) An increase in the rate paid to independent sector residential care homes for the financial year 2024-25 by 7.9% per week;
- 2) An increase in the rate paid to independent sector nursing homes for the financial year 2024-25 by 7.9% per week;
- 3) Making an inflationary payment of up to 7.9% for specialist care home placements where evidence is provided of inflationary pressures;
- 4) An updated fee rate of £ 53.18 per day for a day care placement in a care home;
- 5) Make an inflationary payment of up to 7.9% for day care

placements on the Council's Day Care framework where they can evidence their increase in costs;

6) Increasing the rates for in-house day care and residential care by 7.9%; and

7) Increasing the dementia rate by 7.9% per week.

51/24 HOME CARE AND DAY CARE FEE PROPOSALS 2024-25

Councillor N Hoy introduced a report, which had been circulated in advance of the meeting, that sought Cabinet approval to make inflationary increases on fee rates for 2024-25 from 1st April 2024.

RESOLVED to:

1) Increase independent sector home care hourly rates by 8.1%;

2) Increase independent sector home care travel rates by an average of 6.1%;

3) Increase the fee rate for in-house home care and extra care provision by 7.4%; and

4) Increase up to 7.4% for specialist home care where evidence is provided by them of inflationary pressures.

52/24 OPERATION AND MANAGEMENT OF HOUSEHOLD WASTE RECYCLING CENTRES

Councillor C Renwick introduced a report, which had been circulated in advance of the meeting, making recommendations on the future for the operation and management of household waste recycling centres (HWRCs) following a period of public consultation.

RESOLVED to:

1) Note the results of public consultation in relation to the Operation and Management of Household Waste Recycling Centres;

2) Note the analysis of those results summarised in this report and detailed in Appendix 2 to the report;

3) Approve the adoption of revised opening hours for eight HWRCs to 9.30am – 5.00pm, seven days a week;

- 4) Approve the implementation of a charge for the deposit of asbestos and car tyres to cover the direct cost of their disposal;
- 5) Approve setting the charge for tyres at £4.00 per tyre and the charge for asbestos at £6.00 per sheet or the equivalent volume;
- 6) Approve the development of a pilot project at two HWRCs (Bolsover and Ashbourne) to trial a paid for service for the acceptance of small quantities of trade waste from registered small businesses and sole traders in Derbyshire, as set out in this report; and
- 7) Defer adopting the Government's definition for DIY waste at this time pending the analysis of site usage data from automatic number plate recognition.

53/24 **CENTRAL SCHOOL SERVICES BLOCK AND PUPIL GROWTH FUND ALLOCATIONS 2024-25**

Councillor A Dale introduced a report, which had been circulated in advance of the meeting, that asked Cabinet to note the decisions of the Schools' Forum regarding the allocation of Central School Services Block, Pupil Growth and Falling Rolls funds for 2024-25.

RESOLVED to:

Note the Central School Services Block, Pupil Growth Fund and Falling Rolls Fund settlements and the budget decisions approved by the Schools' Forum.

54/24 **EARLY YEARS BLOCK FUNDING SETTLEMENT 2024-25**

Councillor A Dale introduced a report, which had been circulated in advance of the meeting, that asked Cabinet to note the Early Years settlement of the Dedicated Schools Grant and the related decisions of the Schools' Forum, and to sought approval of the Early Years funding formula for 2024-25.

RESOLVED to:

- 1) Note the national early years funding rates for 2024-25;
- 2) Note the changes in teachers' pensions employer contribution grant and teacher pay additional grant funding arrangements and funding rates for 2024-25;

- 3) Approve the changes to the Early Years Single Funding Formula allocations for 2024-25 as set out in section 4.4 of the report; and
- 4) Note the central early years budgets approved by the Schools' Forum.

55/24 HIGH NEEDS BLOCK FUNDING SETTLEMENT 2024-25

Councillor A Dale introduced a report, which had been circulated in advance of the meeting, that sought approval to allocate the High Needs Block settlement of the Dedicated Schools Grant for 2024-25.

RESOLVED to:

- 1) Note the high needs settlement for 2024-25;
- 2) Approve the places commissioned in Appendix 3 to the report;
- 3) Approve the increases to special school, support centre and Enhanced Resource Element 3 profiles in top ups as set out in section 4.2 and Appendix 4 to the report;
- 4) Approve the central high needs budgets in Appendix 5 to the report; and
- 5) Agree to accept the Forum's request to de-delegate funds for the functions listed in section 4.6 of the report.

56/24 EXCLUSION OF THE PUBLIC

RESOLVED:

That under Regulation 4(2)(b) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public are excluded from the meeting for the remaining business on the grounds that in view of the nature of the items of business, that if members of the public were present, exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 would be disclosed to them.

57/24 TO APPROVE, AS A CORRECT RECORD, THE EXEMPT MINUTES OF THE MEETING HELD ON 22 FEBRUARY 2024

RESOLVED:

To approve, as a correct record, the exempt minutes of the meeting held

on 22 February 2024.

58/24 INSURANCE CONTRACT EXTENSION

Councillor S Spencer introduced a report, which had been circulated in advance of the meeting, in relation to the extension of the insurance services contract.

RESOLVED:

To approve the recommendation as detailed in the not for publication report.

59/24 PROPOSED RELOCATION OF STAVELEY LIBRARY TO NEW PREMISES

Councillor B Lewis introduced a report, which had been circulated in advance of the meeting, in relation to the proposed relocation of Staveley Library to new premises.

RESOLVED:

To approve the recommendations as detailed in the not for publication report.

60/24 DERBYSHIRE ORGANICS CONTRACTS

Councillor C Renwick introduced a report, which had been circulated in advance of the meeting in relation to the extension of the organics processing contract.

RESOLVED:

To approve the recommendation as detailed in the not for publication report.

The meeting finished at 2.53 pm



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 11 April 2024

Report of the Executive Director - Corporate Services and Transformation

Cloud Strategy

(Cabinet Member for Corporate Services and Budget)

1. Divisions Affected

County-wide

2. Key Decision

- 2.1 This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned (this is currently defined as £500,000) The strategy is wide-ranging and overarching, but this document only presents indicative financial figures. The full costs and benefits will be presented in future specific business cases as the strategy moves into the implementation phases.

3. Purpose

- 2.2 To note the inherent risks relating to the current ICT infrastructure and applications, and progress already made through initial stabilisation activity.
- 2.3 To approve the council's Cloud Strategy for 2024 – 2029 (Appendix 2).
- 2.4 To note the estimated cost profile and fiscal impact described in Appendix 3

2.5 To note alternative options considered.

3. Information and Analysis

Overview

- 4.1. DCC's ICT department and services have evolved over time. The evolution has, however, fallen behind that of similar sized councils, many of whom have adopted industry standards, best practice, and a more proactive approach to updating their applications, infrastructure and service portfolio. The result is that DCC's technology and application estate is now an outlier in comparison.
- 4.2. The council's requirement for an effective, well-integrated and managed ICT Service is growing, with a significant and growing reliance on the ICT Service for the provision of technology support to day-to-day service delivery, and to enable efficiencies across the whole council. This requirement is magnified by the council's financial position. To meet this requirement effectively, the organisational approach to ICT Services needs to change. DCC has adopted a Digital Strategy to support the ambitions of the Council Plan, which clearly defines the council's digital vision for the future, and the core principles which will allow the council to achieve its vision. To enable the Digital Strategy, significant improvements are required in the council's ICT technical infrastructure, which underpins all the council's key business applications.
- 4.3. To achieve this goal, some initial work has already been carried out. The organisation-wide Digital Strategy has been agreed, and an ICT Strategy and a Target Operating Model (TOM) which defines the ICT Service needed for the future, is currently being developed. SOCITM Advisory were commissioned in early 2023 to carry out a full assessment of the council's current ICT Service, its technical infrastructure and applications landscape, in order to inform a future technical infrastructure strategy for the Council, a Cloud Strategy, with an associated Total Cost of Ownership (TCO) model. SOCITM Advisory worked in partnership with Shaping Cloud, a specialist company in this area, to produce their reports at the end of 2023.
- 4.4. The work by Shaping Cloud and SOCITM has now been used to create a Cloud Strategy for the council, attached at Appendix 2. This uses the extensive research material produced, and aligns it with the Council Plan, the Digital Strategy and the forthcoming ICT Service Strategy.

4.5. The sections below detail:

- The current state of ICT infrastructure.
- The risks and challenges the existing ICT infrastructure poses.
- The wider ICT industry and local government context.
- The actions taken to date.
- Why further change is needed.
- The core objectives of the Cloud Strategy, and how it supports the Council Plan.
- How the Cloud Strategy will enable the council to develop its services digitally, to deliver efficiencies and improved services.
- An outline financial model (at Appendix 3 (EXEMPT)).
- The other options considered.

Current ICT Infrastructure

4.6. The Current State Summary provides an overview of the existing ICT technical infrastructure, identifying the key areas that the Cloud Strategy aims to improve and transform.

4.7. The data gathering process involved a series of face-to-face discovery sessions with key stakeholders, deployment of data analysis tools across the network, and gathering of artefacts such as technical documentation, asset lists and service descriptions. Finance, procurement, service, project, programme and strategy information was also collected for analysis.

4.8. Key findings from this assessment are as follows:

Challenge	Impact
Increased data security and privacy risk due to reliance on legacy systems	<ul style="list-style-type: none">• Physical hardware is nearing its end of life and will become at risk of both hardware failure, and cyber threats.• Aging in-house created applications are written in old code bases, which do not adhere to current best practices.• Vendor supplied applications are often out of support and/or are on an old version.• Inflexible nature of old ICT infrastructure means that the organisation is unable to meet demands in service areas for development and improvement.• Intrusion detection and prevention tooling used on-premises is difficult to maintain, which could lead to a slower incident response.

Lack of data and application integration

- Lack of data sharing or integration between systems prevents departments from accessing the information they need, despite the data being available.
- A lack of application interoperability with other systems limits the ability to respond and adapt to business needs, which hampers agility.
- There is sometimes a lack of trust between departments and ICT teams around access to, and the gathering of, relevant data causing blame to be passed between teams.
- Data is being distributed across different applications with limited integration, which reduces the ability to generate reports, hindering data-driven decision making.
- Lack of unified data governance across the ICT estate can lead to data being less controlled and more susceptible to loss. Legal and regulatory risks exist by being unable to share or report on data in a compliant manner.
- Inability to integrate data hinders the council's opportunities for growth and innovation.

Resource constraints

- ICT skills gaps across the workforce exacerbated by staff turnover.
- Legacy systems are reliant on knowledge of those systems to maintain them. As the systems become older so do the staff, increasing the risk of losing knowledge with specific team members, and placing systems at risk.
- ICT staff are distributed across departments with a lack of centralisation in decision making and strategic ICT direction, leading to siloed buying for single use cases.
- The operating model across the organisation for ICT architecture, security, development, maintenance and governance does not currently allow for the innovation, strategic planning and execution which ICT requires.
- While improvements are in progress, ICT are still assigned projects to implement on behalf of departments, but have not had the resources to deliver them, which sometimes results in the ICT team being seen as a blocker.

Budget constraints

- Lack of prioritising ICT in budget making decisions, and not realising the knock-on implications impacting

upon security, privacy and overall operations in an emergency situation.

- The council have been unable to make informed decisions on budget allocation, due to not having a comprehensive view of service costs and the value that technology offers.
- The service areas do not know how or if technology can solve their problems, or address their requirements, leading to budget being invested elsewhere or in solutions that could have had lower cost alternatives if an effective ICT Service was involved in the decision making.

1.1 The Current State Assessment provides a clear picture of where DCC stands in terms of ICT infrastructure and operations. It highlights the challenges and opportunities that the Cloud Strategy aims to address. By understanding the current state, the council can make informed decisions on how best to leverage cloud technologies to achieve its goals of modernisation, innovation, consolidation, value and benefits, cost reduction, and risk reduction.

Key Risks

4.10. The Shaping Cloud assessment identified the main risk areas in the current state, as follows. Several of these risks are already being addressed:

4.11. Infrastructure and Hardware Obsolescence

- Operating System and Software End-of-Life: Risks relating to file and database servers, and their versions approaching end-of-life, leading to a lack of support and security updates. These have since been updated to allow the council's accreditation with the Public Service Network (PSN).
- Hardware and Storage Challenges: Risks involving hardware out of warranty, storage solution warranty expiration, and backup storage approaching end-of-life.

4.12. Data Centre and Disaster Recovery Concerns

- Physical Infrastructure Risks: Risks pertain to the County Hall datacentre's susceptibility to water leaks, outdated standby generators, and the presence of abandoned cabling.

- Recovery Issues: Risks focused on untested Disaster Recovery (DR) capabilities.

4.13. Governance and Strategic Planning

- Lack of Frameworks and Strategies: Risks highlighting the absence of mature architecture and project governance frameworks, although these are now being improved, as well as a consistent and robust ICT strategy, which is being produced.

4.14. Software and Application Management

- Application Support and Decommissioning: Risks related to applications that have limited support and need updating, migrating, or retiring.

4.15. Human Resources and Financial Oversight

- Staff and Financial Management: Risks encompassing issues with staff turnover and the lack of a detailed financial overview related to ICT infrastructure.

ICT Industry and Local Government Context

4.16. It is important to understand how the worldwide ICT industry has changed, and continues to change for DCC as an organisation, its workforce, its partners, residents and communities which use its services. It's only when we look back over this evolution that we can appreciate the progression of technology in various stages.

4.17. Early technology replaced manual processes, making tasks more efficient and less labour-intensive. These tools aimed to simplify and automate specific functions, enabling individuals to perform their jobs with greater ease and speed.

4.18. Later, early business applications emerged to automate existing business processes, enhancing efficiency without fundamentally changing the established operating model.

4.19. With increasing complexity, ICT services expanded to manage systems and data storage 'on-premise' across various service delivery areas. The need for on-premise teams was widespread, reflecting the growing reliance on technology for day-to-day operations.

- 4.20. The evolution of connectivity through the internet allowed for the networking of applications and data, both within organisations and between them.
- 4.21. As networking and data accumulation grew, cloud computing and data storage emerged as alternatives to on-premise solutions. This shift allowed organisations to securely hold data externally, and ICT services could be provided remotely. Cloud adoption has accelerated, with the expectation that it will become the norm for ICT service delivery, except in certain cases where information security or service delivery requirements make it impractical.
- 4.22. The complexity of business applications has increased, reaching a point where certain applications, such as Mosaic and Microsoft Office, have become predominant. Smaller applications have to either adapt to integrate and keep up with the predominant applications, or be retired.
- 4.23. The evolution of cloud computing offers advantages, especially in outsourcing technical competence. Service delivery organisations such as councils no longer need to recruit and maintain ICT teams covering the full range of technical skills. Cloud providers manage the technical aspects of running systems, allowing the council to focus on user-end support and effective contract management.
- 4.24. Cloud adoption brings increased disaster recovery and resilience, since both data and operating systems are not confined to single 'on-premise' systems. Commercial providers manage the entire ICT infrastructure, making it easier for organisations to keep pace with technology improvements. Cloud providers invest in and maintain the necessary skills, serving multiple customers more cost-effectively than each organisation managing its own infrastructure, with its own team.
- 4.25. The progression of applications also includes a substantial increase in the acquisition and storage of data, across a wide range of activities within the council. This data accumulation has become a valuable asset supporting service delivery, mirroring the practices of commercial providers who use data sets for their strategic planning.
- 4.26. Given the progression described, the council needs to evaluate its existing applications to see how well they can seamlessly integrate with predominant systems. Emphasis on data governance, security, and privacy is crucial, especially with the increased accumulation of valuable data. Continuous adaptation and innovation will be necessary, to stay aligned with technological advancements and evolving service needs. The migration from on-premise solutions to cloud computing represents

a strategic shift, offering greater flexibility, efficiency, and resilience for ICT support services, in alignment with the evolving landscape of technology adoption.

- 4.27. Finally, the key application providers in the local government marketplace are increasingly withdrawing support for their solutions hosted on-premise, in favour of cloud-based software provision that is maintained, monitored and kept up to date by the providers themselves, and charged on a per-usage basis rather than the traditional one-off software licence purchase.
- 4.28. Understanding this historical context helps to inform decisions for the future technology estate, ensuring it aligns with both current and anticipated trends in technology and data management. The evolution of ICT described above has several implications for the council, explained below:
- 4.29. *Continuous Technological Development* - The evolution described is ongoing, and technological development will continue. Councils need to remain agile and open to adopting new technologies to deliver services as effectively and efficiently as possible. Continuous investment in technology and regular updates will be necessary to make the best use of emerging opportunities.
- 4.30. *Fundamental Change in Service Design* - There is a fundamental shift in how service delivery organisations such as councils should view technology. It is not just an efficiency add-on, but an integral part of service design. The need is to design service delivery around the optimal use of available technology, rather than viewing technology as only a tool to make existing processes more efficient.
- 4.31. *Automation and Optimisation* - The evolution implies a move towards automation and optimisation of service delivery processes. For instance, automating connections between the council's key systems can lead to streamlined processes and optimised team structures. Opportunities exist for revenue savings within and beyond the ICT service, as service delivery models become more efficient and automated.
- 4.32. *Cultural Shift in Operations* - The evolving ICT landscape brings about a cultural shift in the way the organisation operates, as described in the Digital Strategy. The traditional model of manual processes and standalone systems is replaced by a more interconnected and automated approach. This shift requires a change in the organisational culture, where adaptability, collaboration, and a digital mindset become crucial. This will require a holistic approach to technology adoption,

ensuring that systems are interconnected and aligned with the overall organisational goals.

- 4.33. *Service Delivery Model Change* - The evolution of ICT significantly changes the service delivery model. It's not just about adopting technology; it's about reimagining how services are delivered to leverage the full potential of available technology, and moving towards best-practice approaches that have already been successful across local government. This shift may lead to a more efficient allocation of resources, improved service delivery, and cost savings in the long term.
- 4.34. *Importance of Leadership and Stakeholder Engagement* - The successful adoption of these changes requires strong leadership and engagement with stakeholders. Clear communication about the benefits and an evolving ICT estate is crucial to gaining support. The change management strategies will be aligned to the central Portfolio Management Office (PMO) frameworks to ease the transition, and ensure that all change projects are aligned with the new service delivery model.
- 4.35. In summary, the evolution of ICT has broad implications for the council, encompassing technological advancements, service design, automation, cultural change, connectivity challenges, funding changes and a shift in the overall service delivery model. Embracing these changes strategically can position DCC for continued efficiency, innovation, and responsiveness to evolving service delivery needs and demands.

Actions taken to date

- 4.36. In 2023-24 actions taken to stabilise the ICT Service included:
- The Executive Director of Corporate Services and Transformation instigated an ICT stabilisation programme.
 - An external ICT stabilisation team was appointed to support the management and modernisation of the ICT function.
 - ICT industry standards and best practices were introduced.
 - A Digital Maturity Assessment was conducted to assess areas for improvement.
 - A Digital Strategy has been developed for the whole council.
 - An ICT Strategy and supporting Target Operating Model (TOM) has been drafted and is being finalised. A Transition Plan has been developed to move the ICT Service to the Target Operating Model.
 - An ICT Transformation Programme is being initiated through the council's Programme Management Office (PMO) to deliver all the

interrelated projects and strategies above successfully (including this Cloud Strategy), aligned to the wider council Transformation Programme, which includes the County Hall Programme.

4.37. ICT Improvements made in 2023-24 have focused on remediating the most immediate, critical risks. These were:

- Stabilising staffing through recruitment campaigns, supported by HR and engagement with colleagues across ICT.
- Instigating team-based service improvement plans.
- Implementing industry-standard ITIL-based service management (service desk & incident management).
- Reviewing systems and applications patching and implementing an industry standard patching policy.
- Introducing and regularly reviewing PDRs for all colleagues.
- Focusing on completion and regular updating of mandatory staff training.
- Supporting the successful implementation of the Council's most important ICT projects, Mosaic, SAMS and the SAP HANA upgrade.

Why further change is needed

4.38. To deliver the Council Plan, Service Areas will need significant ICT support. The council will need to enable safe and secure collaboration with partners, maximise existing resources to collectively address complex challenges, and shape future services to deliver better outcomes for residents and communities at lower cost.

4.39. A focus on technology and integration is required to enable the efficient delivery of end-to-end customer-centric services using repeatable technology building blocks. These are based on a rationalised set of applications and common design principles applied through a Service Design process.

4.40. Better integration is needed between internal systems, and securely with partners, such as the NHS, supporting improved collaboration. This will support making data available at the point of need and improve the council's data management.

4.41. Having the right data available, at the right time, and in the right place will enable improved and effective decision making. This means service design decisions can be evidence-based and service delivery decisions can be made at the point of need, through proactive monitoring and planning of future demand.

- 4.42. The customer experience will be improved through confidence in the accuracy of data.
- 4.43. Transition from the current ageing infrastructure, hardware, operating systems and applications to cloud-based services will help to ensure the continuity of services.

5. Cloud Strategy

- 5.1. The Cloud Strategy 2024 – 28 presents a comprehensive ICT hosting strategy and cloud adoption plan for the council, aimed at leveraging modern cloud computing services to support the Digital Strategy, significantly enhance operational efficiency, reduce operational costs, and elevate service delivery to residents, customers, and communities.
- 5.2. Central to this strategy is a transition from traditional, largely ‘on premise’ ICT infrastructure, to a cloud-first approach over the next five years. This transition is not only about technology, but also aligns with DCC’s broader ambition and strategic objectives, ensuring that DCC’s digital transformation resonates with its commitment to community service.
- 5.3. In developing the Cloud Strategy, key stakeholders within the council have been engaged, to understand the unique challenges and opportunities that lie ahead. This strategy outlines an analysis of the current hosting environment, sets out the collaboratively developed future state, and details the strategic investments and implementation steps required to achieve this vision.
- 5.4. While prioritising data security, compliance, and robust disaster recovery, the plan also addresses potential challenges, from integrating legacy systems to upskilling the workforce, ensuring a smooth and effective transition to a cloud-centric environment.

Key findings and recommendations:

- **Strategic Transformation:** Transition to a cloud-first approach is integral to DCC’s broader strategy of high performing, value for money and resident focused services.
- **Cost-Effective Modernisation:** The Total Cost of Ownership (TCO) analysis underscores the long-term financial benefits and efficiencies of moving to a cloud model, balancing initial investments with future savings.

- **Sustainability at the Forefront:** Emphasising sustainable practices in cloud adoption aligns with the council's commitment to environmental responsibility.
- **Efficiency and Innovation:** Modernisation through cloud technology is a pathway to enhanced operational efficiency and opens doors for innovative service delivery.
- **Risk Management:** Prioritising risk mitigation in cloud adoption enhances data security and ensures compliance, aligning with DCC's risk management framework including corporate risk mitigation strategies, emergency response, and information governance.
- **Historical Underinvestment:** Any investment must reflect the considerable workload and system inefficiencies stemming from the lack of investment in the last decade – whether continuing as-is or implementing the recommended roadmap.
- **Internal Skills Maturity and External Expertise:** There is a low cloud skills maturity level amongst current colleagues, which means that the council will continue to need external expertise to augment its internal capability while continuing to develop internal competencies.
- **Strategic Investment vs. Tactical Replacement:** It is imperative to invest wisely, with the current budget constraints, in moving towards a modern digital platform vs. re-investing in a legacy infrastructure that continues to constrain service delivery.

5.5. The Cloud Strategy supports the council's overall Digital Strategy, and connects to a separate ICT Strategy, an ICT Transformation Programme and a Target Operating Model (TOM), which together describe the service necessary to achieve the ambition of the Digital Strategy. The Cloud Strategy has been developed to address the specific technology challenges facing the council at present, and to transform the ICT service into a digital transformation partner for the wider council, which will be able to support the delivery of the Cloud Strategy

5.6. The vision and goals for the Cloud Strategy are aligned with the broader context of the organisation. Currently, like many councils, DCC is navigating through a landscape marked by budget constraints, stemming from external economic pressures. This backdrop makes it imperative that every ICT investment not only aligns with, but actively contributes to the council's overall ambition.

5.7. Technology, in this context, is more than a facilitator of operational efficiency; it is a tool for realising broader organisational transformation. The promise of technology in driving process and decision-making

efficiency has been a long-standing narrative, with varying degrees of fulfilment. However, the technological landscape has matured significantly. Today's technology offers an advanced, accessible set of tools that can automate, analyse, and inform business practices in very effective ways. This evolution presents an opportunity for DCC to achieve transformative efficiencies across its operations, aligning with budgetary objectives. The Cloud Strategy is about leveraging technology to make DCC a more agile, informed, and efficient organisation.

5.8. The resultant overarching vision for the Cloud Strategy work is to:

Transform DCC's ICT infrastructure into a secure, scalable, and agile system, which leverages cloud technology to benefit DCC and support the delivery of its ambition and strategic objectives.

5.9. High-level Objectives

- **Modernisation:** Transitioning to cloud computing is a critical step in modernising the ICT infrastructure. It will provide the foundation for more advanced, scalable, and agile services.
- **Innovation:** By embracing cloud technologies, doors open to new possibilities, encouraging innovative solutions to traditional problems and enhancing service delivery.
- **Consolidation:** The cloud strategy aims to streamline ICT assets and services, reducing complexity and creating a more cohesive and efficient ICT environment.
- **Value & Benefits:** The adoption of cloud services will be evaluated, not just on cost, but also on the value and benefits it brings to the council and its residents, such as improved service delivery and accessibility.
- **Cost Reduction:** A key objective is to achieve more for less by moving to a cloud model that offers scalability, and eliminates the need for heavy upfront investments in infrastructure.
- **Risk Reduction:** Managing and mitigating risk is central to the cloud strategy. By employing cloud services, the aim is to enhance data security, ensure compliance, and improve disaster recovery capabilities.
- **Flexibility:** A key result of the strategy is to help DCC become independent from County Hall, by removing the need for datacentre hosting. This will allow the council to use the County Hall site for other purposes.

6. Options Considered

6.1. Do Nothing

Description: Continuing to operate 'as is' with no, or very limited, evolutionary change.

Cost: As per existing budgets, including necessary capital investment in the County Hall datacentre to mitigate current risks, and a further hardware refresh after 5 years. See Appendix 3 for details under the 'Current State' model.

Risks:

- Continued inconsistent and fragmented approach to the provision and delivery of services, with an ever-increasing gap to user expectations and continued risks to business continuity.
- Ever-increasing demand and pressure on front line support.
- Little or no capacity to support project work.
- Increased cost of application licences, as vendors penalise the on-premise model to incentivise cloud versions.
- Increasing ICT service outages and cyber security incidents due to ageing ICT infrastructure.

Benefits: No Benefit, but an increasing risk profile.

The impact of this option would be:

- Sub-optimal ICT business and delivery models, with limited ability to 'join up' ICT to benefit service delivery.
- Increasing risk of service failure, due to aged infrastructure not being supported or being costly to replace.
- Inability to make best use of data across services, by using the available data and technologies to reduce cost and/or improve service.
- Ever-increasing complexity and associated technical debt of the ICT infrastructure, as more point solutions are implemented, rather than considered and planned end-to-end solutions with associated longer-term costs.
- Widening inability to support service areas' delivery of the Council Plan.

6.2. Approve the Cloud Strategy

Description: Approval of the Cloud Strategy will strongly support the recently approved Digital Strategy, and the forthcoming ICT Strategy, supported by a new Target Operating Model to centralise, standardise and modernise ICT delivery and invest in future-proofing the service. Together, the three interrelated strategies will provide a clear direction of travel, a technology roadmap and an implementation programme that will transform the council's technology platforms, to become an integral part of service delivery, supporting the wider organisation with its transformation ambitions.

Cost: Individual project and programme costs will be brought separately for approval, each with their own business case including costs and benefits, which will include how they will be funded. Appendix 3 under the Future State model sets out an estimated cost profile for this approach over the next 10 years, to allow financial planning with these costs in mind.

Risks:

- Budgets are not available to fully implement the Cloud Strategy, and risk failing to maximise the benefits it offers.
- In particular, the fundamental shift from historical capital funding of technology to ongoing revenue funding will require structural change of the council's financial models for its ICT Service.
- Specialist cloud technology skills may be in high demand both internally and externally, which may constrain the speed of implementation or have a negative impact upon costs.

Benefits: The move from a dated, largely on-premise infrastructure, to a predominantly cloud-based model. The move will provide the structure, governance, proactive planning and cohesive guidance to build out the necessary strategies, policies, programmes, and supporting activities to deliver a modern digital, cloud-based, ICT service.

- Aligns with industry standards and best practices.
- Modern, flexible, resilient ICT hosting and application services that better support service delivery.
- Mitigation of key risks, including the data centre in County Hall, in line with the decisions made around the future of the County Hall site.
- Lower costs in the long term, after the infrastructure transformation has taken place.

7. Implications

- 7.1. Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1. None

9. Appendices

- 9.1. Appendix 1 – Implications.
- 9.2. Appendix 2 – Cloud Strategy.
- 9.3. Appendix 3 – Total Cost of Ownership (TCO) Summary.

10. Recommendation(s)

That Cabinet:

- a) Note the inherent risks relating to the current ICT infrastructure and applications, and progress already made through initial stabilisation activity.
- b) Approve the Cloud Strategy 2024 – 2029 (Appendix 2).
- c) Note the estimated cost profile and fiscal impact described in Appendix 3.
- d) Note alternative options considered.

11. Reasons for Recommendation(s)

- 11.1. To provide DCC with a clear Cloud Strategy for its future ICT infrastructure and applications, outlining the benefits and likely costs.
- 11.2. To reduce the current high risk levels associated with aging on-premise infrastructure; most notably to improve the council's resilience and disaster recovery provision.
- 11.3. To drive efficiencies and improved customer service throughout the Service Areas through use of technology, automation and the proactive use of data.
- 11.4. To enable the council to remove its reliance on the ICT datacentre in County Hall, opening up the opportunity for alternative uses of the building.

12. Is it necessary to waive the call-in period?

12.1. No

Report Author: Goy Roper

Contact details: goy.roper@derbyshire.gov.uk

Implications

Financial

- 1.1 The implementation of the Cloud Strategy will have financial implications on the Council's ICT budgets. This will include in the medium to long term expenditure increasingly being classified as revenue.
- 1.2 The table in Appendix 3 shows the current state baseline view and the future state view. It can be seen the timings of expenditure across financial years are different across each view. Overall, the total cost of the baseline view is £56.55m and the future state is £60.56m. The costs in Appendix 3 are indicative costs and a further report will be considered by Cabinet in the future. This will include more detailed financial information on costs and how they will be funded.

Legal

- 2.1 There are no immediate legal implications, however the Director of Legal and Democratic Services will advise in relation to contract standing orders and any contractual arrangements the Council will enter into to deliver the Cloud Strategy.

Human Resources

- 3.1 There are no immediate workforce implications resulting from the Cloud Strategy proposals. Any future implications would be the subject of a Service Implications report at the appropriate time.

Information Technology

- 4.1 The ICT Leadership Team have been closely involved in the assessment and preparation of the Cloud Strategy, and are fully supportive of its aims and objectives, which will be supported by the forthcoming ICT Strategy and Target Operating Model (TOM).

Equalities Impact

- 5.1 N/A

Corporate objectives and priorities for change

- 6.1 To deliver the Council Plan, Service Areas will need significant digital support and reliable and flexible ICT infrastructure and applications to enable them to safely and securely collaborate with partners in new and powerful ways, maximising existing resources to collectively address complex challenges and shape future services to deliver better outcomes for local people and places.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

- 7.1 None

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Cloud Strategy 2024 – 28

1 Executive Summary

The Cloud Strategy 2024 – 28 presents a comprehensive ICT hosting strategy and cloud adoption plan for the council, aimed at leveraging modern cloud computing services to support the Digital Strategy, significantly enhance operational efficiency, reduce operational costs, and elevate service delivery to residents, customers, and communities.

Central to this strategy is a transition from traditional, largely ‘on premise’ ICT infrastructure, to a cloud-first approach over the next five years. This transition is not only about technology, but also aligns with DCC’s broader ambition and strategic objectives, ensuring that DCC’s digital transformation resonates with its commitment to community service.

The Cloud Strategy has been developed to support the Council Plan 2024/25, and the Council Plan for the following four years FYs 2025/26 to FY 2029/30. The current council plan’s ambition is described as:

- Resilient, healthy and safe communities.
- High performing, value for money and resident focused services.
- Effective early help for individuals and communities.
- A prosperous and green Derbyshire

Before embarking on the journey of cloud adoption, the council commissioned Socitm Advisory, and Shaping Cloud, to conduct a thorough assessment of its current ICT infrastructure and related operational capabilities, and commissioned a strategy, roadmap, and investment case in order to give DCC clear direction based on evidence and analysis.

In developing the Cloud Strategy, key stakeholders within the council have been engaged, to understand the unique challenges and opportunities that lie ahead. This strategy outlines an analysis of the current hosting environment, sets out the collaboratively developed future state, and details the strategic investments and implementation steps required to achieve this vision.

While prioritising data security, compliance, and robust disaster recovery, the plan also addresses potential challenges, from integrating legacy systems to upskilling the workforce, ensuring a smooth and effective transition to a cloud-centric environment.

Key findings and recommendations:

- **Strategic Transformation:** Transition to a cloud-first approach is integral to DCC's broader strategy of high performing, value for money and resident focused services.
- **Cost-Effective Modernisation:** The Total Cost of Ownership (TCO) analysis underscores the long-term financial benefits and efficiencies of moving to a cloud model, balancing initial investments with future savings.
- **Sustainability at the Forefront:** Emphasising sustainable practices in cloud adoption aligns with the council's commitment to environmental responsibility.
- **Efficiency and Innovation:** Modernisation through cloud technology is a pathway to enhanced operational efficiency and opens doors for innovative service delivery.
- **Risk Management:** Prioritising risk mitigation in cloud adoption enhances data security and ensures compliance, aligning with DCC's risk management framework including corporate risk mitigation strategies, emergency response, and information governance.
- **Historical Underinvestment:** Any investment must reflect the considerable workload and system inefficiencies stemming from the lack of investment in the last decade – whether continuing as-is or implementing the recommended roadmap.
- **Internal Skills Maturity and External Expertise:** There is a low cloud skills maturity level amongst current colleagues, which means that the council will continue to need external expertise to augment its internal capability while continuing to develop internal competencies.
- **Strategic Investment vs. Tactical Replacement:** It is imperative to invest wisely, with the current budget constraints, in moving towards a modern digital platform vs. re-investing in a legacy infrastructure that continues to constrain service delivery.

Adopting this strategy will enable DCC to continue to develop, within the context of devolution; having the digital capabilities to transform, to inform, and to drive collective endeavours.

The Cloud Strategy supports the council's overall Digital Strategy, and connects to a separate ICT Strategy, an ICT Transformation Programme and a Target Operating Model (TOM), which together describe the service necessary to achieve the ambition of the Digital Strategy. The Cloud Strategy has been developed to address the specific technology challenges facing the council at present, and to transform the ICT service into a digital transformation partner for the wider council, which will be able to support the delivery of the Cloud Strategy.

As Derbyshire County Council stands at a pivotal juncture, the initiation of this cloud-first hosting strategy is not just an opportunity but a necessity for the future, which will not only meet the challenges of today, but pave the way for a more efficient, sustainable, and innovative future for DCC.

2 Strategic Context

The Cloud Strategy details the development of a cloud-first hosting approach, encompassing a thorough assessment of the current state of DCC's ICT infrastructure, operational capabilities, and software applications. This assessment highlights the significant backlog of work due to a decade-long lack of investment in the application estate, and the need for a hardware refresh due to past underinvestment. It also brings to light the challenges of limited resources and a perception of the ICT team as an impediment in project delivery. These insights are critical in shaping a strategy that not only addresses current gaps, but also paves the way for a more efficient and sustainable future.

The Cloud Strategy articulates a vision for the Future State, tailored to enable DCC to accomplish its strategic objectives. Following the assessments and strategic recommendations, the strategy lays out a detailed roadmap, serving as a practical guide to transition from the current state to a more advanced, cloud-centric infrastructure. The strategy concludes by describing the actions required to realise the transformative potential of the cloud-first hosting strategy.

Background

It is important to understand how ICT has changed, and continues to change for DCC as an organisation, its workforce, its partners, residents and communities which use its services. It's only when we look back over this evolution that we can appreciate the progression of technology in various stages.

Early Technology replacing manual processes – In the initial stage, early technologies like word processors and calculators replaced manual processes, making tasks more efficient and less labour-intensive. These tools aimed to simplify and automate specific functions, enabling individuals to perform their jobs with greater ease and speed.

Early ICT initiatives were innovative for their time and targeted specific functions, contributing to increased efficiency in certain areas. For example, the introduction of the Police National Computer in 1974 replaced manual card index systems.

Development of Early Business Applications - Early business applications emerged to automate existing business processes, enhancing efficiency without fundamentally changing the established operating model. These applications were often small and bespoke, tailored to specific business needs, and marked the beginning of data accumulation within organisations.

With increasing complexity, ICT services expanded to manage systems and data storage across various service delivery areas. This was predominantly done 'on-premise', with each organisation having its own ICT team to handle emerging technologies. The need for on-premise teams was widespread, reflecting the growing reliance on technology for day-to-day operations.

Evolution of Internet Connectivity – The evolution of connectivity through the internet allowed for the networking of applications and data, both within organisations and between them. This stage facilitated improved communication, collaboration, and information sharing, leading to more integrated business processes.

As networking and data accumulation grew, cloud computing and data storage emerged as alternatives to on-premise solutions. This shift allowed organisations to hold data externally, and ICT services could be provided remotely. Cloud adoption has accelerated, with the expectation that it will become the norm for ICT service delivery, except in cases where information security or service delivery requirements make it impractical.

Acceleration and Increasing Complexity of Business Applications - The complexity of business applications has increased, reaching a point where certain applications, such as Mosiac and Microsoft Office, became predominant. Internal, bespoke applications face challenges at this point, since they have to either adapt to connect with the predominant applications or be retired. Adaption then has to keep pace with the upgrading of the predominant applications, with the potential for increased cost.

The evolution of cloud computing offers advantages, especially in outsourcing technical competence. Service delivery organisations no longer need to maintain ICT teams covering the full range of technical skills. Cloud providers manage the technical aspects of running systems, allowing organisations to focus on user-end support and effective contract management.

Cloud adoption brings increased disaster recovery and resilience, since both data and operating systems are not confined to single 'on-premise' systems. Commercial providers manage the entire ICT infrastructure, making it easier for organisations to keep pace with technology improvements. Cloud providers invest in and maintain the necessary skills, serving multiple customers more cost-effectively than each organisation managing its own infrastructure, with its own team.

Accelerated Acquisition and Storage of Data - The progression of applications also includes a substantial increase in the acquisition and storage of data, across a wide range of activities within the organisation. This data accumulation has become a valuable asset supporting service delivery and has commercial value, mirroring the practices of commercial providers who use data sets for strategic planning.

Overall Implications - The progression described above underscores a trend towards automation, connectivity, and data-driven decision-making. The accumulation of data becomes a key resource, both for enhancing service delivery within the council and potentially having commercial value. As technology evolves, the council faces the challenge of adapting or replacing internal applications to align with predominant and more complex solutions.

Considerations for DCC - Given the progression described, the council needs to evaluate its existing applications to see how well they can seamlessly integrate with

predominant systems. Emphasis on data governance, security, and privacy is crucial, especially with the increased accumulation of valuable data. Continuous adaptation and innovation will be necessary, to stay aligned with technological advancements and evolving business needs. The migration from on-premise solutions to cloud computing represents a strategic shift, offering greater flexibility, efficiency, and resilience for ICT support services, in alignment with the evolving landscape of technology adoption.

Understanding this historical context helps to inform decisions for the future technology strategy, ensuring it aligns with both current and anticipated trends in technology and data management. The evolution of ICT described above has several implications for the council, explained below.

Continuous Technological Development - The evolution described is ongoing, and technological development will continue. Councils need to remain agile and open to adopting new technologies to deliver services as effectively and efficiently as possible. Continuous investment in technology and regular updates will be necessary to make the best use of emerging opportunities.

Fundamental Change in Service Design - There is a fundamental shift in how service delivery organisations such as councils should view technology. It is not just an efficiency add-on, but an integral part of service design. The need is to design service delivery around the optimal use of available technology, rather than viewing technology as only a tool to make existing processes more efficient.

Automation and Optimisation - The evolution implies a move towards automation and optimisation of service delivery processes. For instance, automating connections between the council's key systems can lead to streamlined processes and optimised team structures. Opportunities exist for revenue savings within and beyond the ICT service, as service delivery models become more efficient and automated.

Cultural Shift in Operations - The evolving ICT landscape brings about a cultural shift in the way the organisation operates, as described in the Digital Strategy. The traditional model of manual processes and standalone systems is replaced by a more interconnected and automated approach. This shift requires a change in the organisational culture, where adaptability, collaboration, and a digital mindset become crucial. This will require a holistic approach to technology adoption, ensuring that systems are interconnected and aligned with the overall organisational goals.

Service Delivery Model Change - The evolution of ICT significantly changes the service delivery model. It's not just about adopting technology; it's about reimagining how services are delivered to leverage the full potential of available technology, and moving towards best-practice approaches that have already been successful across local government. This shift may lead to a more efficient allocation of resources, improved service delivery, and cost savings in the long term.

Importance of Leadership and Stakeholder Engagement - The successful adoption of these changes requires strong leadership and engagement with stakeholders. Clear communication about the benefits and an evolving ICT estate is

crucial to gaining support. The change management strategies will be aligned to the central Portfolio Management Office (PMO) frameworks to ease the transition, and ensure that all change projects are aligned with the new service delivery model, alongside the people strategy when considering core competencies and cultural change .

In summary, the evolution of ICT has broad implications for the council, encompassing technological advancements, service design, automation, cultural change, connectivity challenges, funding changes and a shift in the overall service delivery model. Embracing these changes strategically can position DCC for continued efficiency, innovation, and responsiveness to evolving service delivery needs and demands.

3 Current State Assessment

This Current State Summary provides an overview of the existing landscape, identifying the key areas that the cloud strategy aims to improve and transform.

The data gathering process involved a series of face-to-face discovery sessions with key stakeholders, deployment of data analysis tools across the network and gathering of artefacts such as technical documentation, asset lists and service descriptions. Finance, procurement, service, project, programme and strategy information was also collected for analysis.

Key findings from this assessment:

Challenge	Impact
Increased data security and privacy risk due to reliance on legacy systems	<ul style="list-style-type: none"> Physical hardware is nearing its end of life and will become at risk of both hardware failure, and cyber threats. Aging in-house created applications are written in old code bases, which do not adhere to current best practices. Vendor supplied applications are often out of support and/or are on an old version. Inflexible nature of old ICT infrastructure means that the organisation is unable to meet demands in service areas for development and improvement. Intrusion detection and prevention tooling used on-premises is difficult to maintain, which could lead to a slower incident response.
Lack of data and application integration	<ul style="list-style-type: none"> Lack of data sharing or integration between systems prevents departments from accessing the information they need, despite the data being available. A lack of application interoperability with other systems limits the ability to respond and adapt to business needs, which hampers agility. There is sometimes a lack of trust between departments and ICT teams around access to, and the gathering of, relevant data causing blame to be passed between teams. Data is being distributed across different applications with limited integration, which reduces the ability to generate reports, hindering data-driven decision making. Lack of unified data governance across the ICT estate can lead to data being less controlled and more susceptible to loss. Legal and regulatory risks exist by being unable to share or report on data in a compliant manner. Inability to integrate data hinders the council's opportunities for growth and innovation.
Resource constraints	<ul style="list-style-type: none"> ICT skills gaps across the workforce exacerbated by staff turnover.

	<ul style="list-style-type: none"> • Legacy systems are reliant on knowledge of those systems to maintain them. As the systems become older so do the staff, increasing the risk of losing knowledge with specific team members, and placing systems at risk. • ICT staff are distributed across departments with a lack of centralisation in decision making and strategic ICT direction, leading to siloed buying for single use cases. • The operating model across the organisation for ICT architecture, security, development, maintenance and governance does not currently allow for the innovation, strategic planning and execution which ICT requires. • While improvements are in progress, ICT are still assigned projects to implement on behalf of departments, but have not had the resources to deliver them, which sometimes results in the ICT team being seen as a blocker.
<p>Budget constraints</p>	<ul style="list-style-type: none"> • Lack of prioritising ICT in budget making decisions, and not realising the knock-on implications impacting upon security, privacy and overall operations in an emergency situation. • The council have been unable to make informed decisions on budget allocation, due to not having a comprehensive view of service costs and the value that technology offers. • The service areas do not know how or if technology can solve their problems, or address their requirements, leading to budget being invested elsewhere or in solutions that could have had lower cost alternatives if an effective ICT Service was involved in the decision making.

The Current State Assessment provides a clear picture of where DCC stands in terms of ICT infrastructure and operations. It highlights the challenges and opportunities that the Cloud Strategy aims to address. By understanding the current state, the council can make informed decisions on how best to leverage cloud technologies to achieve its goals of modernisation, innovation, consolidation, value and benefits, cost reduction, and risk reduction.

4 Cloud Vision

The vision and goals for the Cloud Strategy are aligned with the broader context of the organisation. Currently, like many councils, DCC is navigating through a landscape marked by budget constraints, stemming from external economic pressures. This backdrop makes it imperative that every ICT investment not only aligns with, but actively contributes to the council's overall ambition..

Technology, in this context, is more than a facilitator of operational efficiency; it is a tool for realising broader organisational transformation. The promise of technology in driving process and decision-making efficiency has been a long-standing narrative, with varying degrees of fulfilment. However, the technological landscape has matured significantly. Today's technology offers an advanced, accessible set of tools that can automate, analyse, and inform business practices in very effective ways. This evolution presents an opportunity for DCC to achieve transformative efficiencies across its operations, aligning with budgetary objectives. The Cloud Strategy is about leveraging technology to make DCC a more agile, informed, and efficient organisation.

The resultant overarching vision for this work is to:

Transform DCC's ICT infrastructure into a secure, scalable, and agile system, which leverages cloud technology to benefit DCC and support the delivery of its ambition and strategic objectives.

High-level Objectives

- **Modernisation:** Transitioning to cloud computing is a critical step in modernising our ICT infrastructure. It will provide the foundation for more advanced, scalable, and agile services.
- **Innovation:** By embracing cloud technologies, doors open to new possibilities, encouraging innovative solutions to traditional problems and enhancing service delivery.
- **Consolidation:** The cloud strategy aims to streamline the ICT assets and services, reducing complexity and creating a more cohesive and efficient ICT environment.
- **Value & Benefits:** The adoption of cloud services will be evaluated not just on cost but also on the value and benefits it brings to the council and its constituents, such as improved service delivery and accessibility.
- **Cost Reduction:** A key objective is to achieve more for less by moving to a cloud model that offers scalability and eliminates the need for heavy upfront investments in infrastructure.
- **Risk Reduction:** Managing and mitigating risks is central to the cloud strategy. By employing cloud services, the aim is to enhance data security, ensure compliance, and improve disaster recovery capabilities.
- **Flexibility:** A key goal of the strategy is to help DCC become independent from County Hall by eliminating the need for datacentre hosting. This will allow the council to use the County Hall site for other purposes or sell it.

5 Technology Roadmap Vision

The proposed approach to transition has been set out into two phases giving a high-level set of activities to complete against a phased timescale.

The roadmap is split into the following phases:

- Phase 1 - Risk mitigation and application migration in years 1 and 2
- Phase 2 - Application Modernisation in years 3 and 4

The approach involves operating in a mixed environment, utilising both on-site data centres and cloud services, until the end of the third year (2026) for business applications. After this point, aiming to fully transition to cloud-based operations by 2028.

Key areas of focus include:

- Implementing a dependable Disaster Recovery (DR) solution for the ICT infrastructure.
- Transferring applications to:
 - Software as a Service (SaaS) solutions, including Office 365.
 - Platform as a Service (PaaS) options, such as web applications.
 - Azure Virtual Machines as an Infrastructure as a Service (IaaS).
- Upgrading operational tools, moving from on-premises services to cloud-native technologies.

Phase 1: Risk Mitigation and application migration

The first phase covering years 1 and 2 within the roadmap focuses on mitigating key risks which were identified during the current state analysis, as well the stabilisation and readiness of the Azure platform for the migration of applications, as set out in the application assessment.

What we will do:

- Procure hardware to replace the current high-risk compute and storage systems, to reduce risk until migration to cloud.
- Implement Azure Site Recovery to provide robust and reliable disaster recovery.
- Migrate NetApp vault data to Azure Cool Storage.
- Migration of applications:
 - Review the existing landing zone and make any amendments needed.
 - Review and update InfoSec policies.
 - Ensure that any licencing amendments needed to support Azure.
 - Migrate 148 of the 492 unique servers – lift and shift (Rehost to IaaS) over years 1 & 2.
- Make the best use of new or existing Reserved Instance capacity, ensuring DCC are obtaining the best value for money.

- Set up the monitoring, governance and amendments to business process, policy and requirements needed.
- Begin modernising the operational toolset by:
 - Moving from Solar Winds to Azure Monitor.
 - Adopting Azure Sentinel as a new SIEM.
 - Transitioning from SCCM to Intune.
 - Migrating WSUS to Azure Update Manager.
- Prepare for SaaS adoption in year one:
 - Implementing contract changes, additions or extensions (by Procurement and/or Legal) as required.
 - Moving to a SaaS-first approach for all new application procurements, supported by procurement and architecture governance processes to ensure it is implemented.
 - Making the technical changes required ready to start moving the first applications to SaaS in year two.
- Prepare for PaaS adoption in year two by:
 - Building skills in cloud native technologies.
 - Setting up development best practices and principles.
 - Planning architectural and technical changes needed ready for the adoption of PaaS in year three. (e.g. upgrading to new code version, redesigning data models and associated reporting)

Phase 2: Application Modernisation

At the end of year three (2027) the remaining 195 servers on premise will have been retired, replaced or addressed by DCC's other initiatives. This will reduce the dependencies on the County Hall datacentre, so that when the council exit, it is a much smaller project where the only remaining services to be decommissioned are telephony, DCC's facilities and network management.

To enable all business services to exit the datacentre in 2027, DCC need to review contract end dates, consider alternative solutions (managed service/SaaS) and create plans that align with the application migration timeline to minimise the residual costs from running the datacentre with minimal business benefits, due to low utilisation.

What we will do:

- Complete SaaS migration and mature SaaS processes for 3rd parties so that monitoring and management is scalable and effective.
- Complete data migration to Microsoft OneDrive and Teams for departmental shares, maximising the use of the council's M365 licencing for data storage.
- Migrate the first PaaS applications and start building out the PaaS platform alongside the supporting DevOps, SecOps and ITOps processes and practices.
- Move from a primarily IaaS based architecture to adopting cloud native services.

6 Future State

The proposed solution of the strategic engagement is the culmination of many inputs from the current state phase and analysis during the future state phase.

The solution brings together the analysis of the current state environment, marketplace trends and innovative technology solutions to provide an easy-to-understand, tangible set of technical options and recommendations.

Based on the gathered information, we have analysed the current architecture and assets looking for opportunities to rationalise, consolidate and drive simplification of applications.

The application assessment is key in understanding the options available for each nominated application. Each application was assessed against the 6R's of cloud migration approaches (as detailed below), their complexity in terms of server numbers and connections, and their urgency to be moved into the Cloud as determined by DCC. A recommended target location was made for each application within the future state architecture and TCO model.

- **Rehost ("Lift and Shift"):** This involves moving applications or workloads to the cloud without modifying them. The physical infrastructure changes, but the virtual servers and applications remain the same. This is often seen as the quickest and simplest approach to cloud migration.
- **Re-platform/Refactor:** This is a moderated approach where some optimisations are made, to leverage cloud capabilities without making significant changes to the core architecture. For example, to alter the way an application interacts with a database to take advantage of cloud services.
- **Replace:** This involves moving from an existing application to a completely new cloud-native solution or replacing a legacy system with a SaaS (Software as a Service) product.
- **Rearchitect:** This is the most complex approach, where applications are significantly modified or entirely redesigned to be cloud-native. This allows for maximum use of cloud functionalities but requires substantial effort and investment.
- **Retire:** This involves identifying systems that are no longer useful or needed and decommissioning them. By doing this, focus can be on maintaining and improving assets that provide value.
- **Retain ("Revisit"):** This involves keeping certain applications or components in their current environment because they may not be ready for cloud migration or it's not cost-effective to move them. These applications might be revisited later for potential migration or retirement.

Overall application estate

DCC have 387 applications, which includes a mix of locally installed and server associated applications. Based on the output of the application assessment, below is

an overview showing the direction of travel for applications and the associated impact on the supporting infrastructure and DCC operations.

Work has already begun to decommission legacy applications and replace applications with SaaS, and by the end of year 3 adopting this Cloud Strategy we will have:

- 17% of the application estate will have been decommissioned, reducing the overall number of applications DCC need to manage.
- 28% of the applications will have been replaced with SaaS leaving DCC with minimal technical management overhead.
- 28% of the applications will be in Azure IaaS management or Azure PaaS, removing the need to manage physical infrastructure with additional opportunities for DCC to rationalise and consolidate these applications as described in 4.2.2 Consolidation Opportunities.
- 27% of applications either have no server association or need additional assessment (34 applications) and planning to develop an app strategy or make decisions about hosting platforms. Where possible these applications should be outsourced to SaaS or retired. The servers retained on-premises are primarily ICT applications, where they cannot be cloud hosted or retired, the strategy will recommend considering co-location to enable datacentre exit.

Applications Associated to Servers

A more detailed assessment was completed of the 179 applications associated to servers. A high-level overview of the assessment outcomes is summarised below:

- 72 applications will remain on-premise
- 85 applications will be re-hosted in Azure
- The remaining 22 applications, will need further work as part of the clean up activity

Some of the applications (34) do not have a migration plan or are not allocated to servers. Additional work is needed to identify what the applications are used for and to update the migration strategy.

It should also be noted that some applications may need to remain on-premise to ensure compliance with the council's Civil Contingencies Act responsibilities.

Consolidation Opportunities

When several applications with similar functions within the organisation can be streamlined into a single one, it cuts down on effort and saves costs across the entire lifecycle of the application (from acquiring it, setting it up, maintaining and supporting it, upgrading it, to retiring it).

In the DCC application estate, opportunities to combine and simplify services, aiming to lower expenses and simplify operations have been identified.

Applications hosted on Infrastructure as a Service (IaaS) in Azure, rank as the second most maintenance-intensive among the four categories of management responsibility, which are On-Premise, IaaS, Platform as a Service (PaaS), and Software as a Service (SaaS). To improve this, there is a need for further consolidation and rationalisation, with a focus on maximising business value while minimising effort. This approach includes:

- **Business Applications:** Replace with SaaS where possible, and at the very least consolidate onto central, consistent technology PaaS platforms (such as SQL and Web Servers) to limit IaaS to that which is necessary from a software supplier support perspective.
- **ICT Infrastructure Applications and Services:** Transitioning these to Azure native platform services (such as Monitoring, Security and Configuration Management) or SaaS, thereby eliminating or vastly reducing the dependency on IaaS.
- **Legacy Websites:** Websites built on outdated code bases should be either restructured, and integrated into current web platforms or the proposed enterprise content management system, or they should be decommissioned.

Fewer applications to deliver similar digital capability should always be preferred, to keep architecture simple and easy to maintain and thus to keep costs and licensing low.

Hosting

In designing a solution architecture, the following technical hosting approaches were considered:

- On-Premise datacentres (Do nothing).
- Maximum use of Cloud (Max Cloud).
- Balance of On-Premise and Cloud (Hybrid Cloud).
- Co-location datacentre (Shared on-premise hosting).

Max Cloud was determined to be the best option for DCC for the following reasons:

- Improved resilience.
- Enhanced service delivery.
- Long-term cost benefit.
- Data-driven decision making.
- Sustainability and Environmental Impact.

To achieve the strategic recommendation for DCC to use Max Cloud as the chosen hosting option, the high-level steps to transition are in two phases (shown in Section 5):

- Phase 1 – Risk Mitigation and Application Migration over years 1 and 2.
- Phase 2 – Application Modernisation over years 3 to 5.

Cloud Hosting Platform

Microsoft Azure is recommended as the most appropriate hyper-scale cloud platform for DCC because of:

- Existing relationships between DCC and Microsoft.
- Having already procured Azure reserved instances, and an in-flight SAP migration project to Azure, means that core business data will already be in this location.
- Current Microsoft 365 and Windows licenses that can seamlessly integrate into the Microsoft Azure infrastructure, opening up opportunities for favourable pricing with Microsoft and a reduction in complexity.
- Ability to build on existing Microsoft and Azure skillsets within the organisation rather than start from new with another cloud provider.
- Its strong Government and Public Sector focus offering dedicated solutions and certifications with a deep understanding of the security and compliance requirements a government organisation faces.

Readiness Considerations

As part of the engagement with Shaping Cloud, we considered readiness for benefiting from cloud transformation in a number of areas. In order to ensure success with respect to wider strategic business aims, including the Digital Strategy, the council needs to consider these areas alongside the technical roadmap and projects.

- Organisational Readiness - In order to realise the fullest benefits from cloud and digital-first technologies, adoption of the technologies and mindset is needed across the council.
- A dedicated governance team for the project will ensure continued focus, pace, and mitigation of risks.
- New skills will be required by the ICT workforce as DCC adopt cloud, and become more digital in customer interactions, for example:
 - Azure Cloud Platform and Related Management.
 - Managed SQL Instances.
 - Application Service Plans.
 - Software-defined networking.
 - Architecting for Cloud - optimisation, scaling and secure by design.
 - Security in the Cloud using Azure Sentinel and Azure Monitor and Extended Security Updates subscriptions.
 - Backup and DR failover technologies including Commvault with Cloud, Azure Site Recovery and Azure Arc.
 - Utilising Intune and Azure Update Manager to support IT Operations and Governance.
- Deployment Acceleration –
 - Ensuring all deployments are executed using templates or automation scripts whenever possible.
 - Tools to support consistency and acceleration in deployment, e.g. pre-designed templates.

- Governance and Alignment - Derbyshire County Council's cloud strategy is not an isolated initiative. It must align with the broader ICT and PMO governance frameworks and Enterprise Architecture practice to ensure a cohesive, effective, and sustainable implementation. This section highlights the importance of integrating cloud adoption within the context of an enterprise architecture practice and aligning it with governance principles.

To adopt this cloud-first approach, and deliver this migration will require a team of experienced and skilled Azure experts including Architects, Administrators, Developers and security personnel. A lack of resource consistency creates sprawl, complexity and high management costs.

All the above are elements are not specifically part of the Cloud Strategy; these will be included as part of other strategies such as the ICT Strategy, the Target Operating Model (TOM) and organisational changes that form part of the overall ICT Transformation Programme.

7 Measures of Success

This section provides an outline of the anticipated future state after the successful implementation of the recommendations set out in this strategy; painting a picture of how DCC's technology landscape will transform and the benefits it aims to achieve.

- Minimal services remaining in County Hall including telephony, networking and on-premise security.
- Azure Cloud hosting is used for all business applications alongside the existing SAP cloud environment with PaaS consolidation of technologies where appropriate.
- Cloud native operational tooling, backup and disaster recovery support all services across the DCC estate
- Production users access via the WAN and the County Hall datacentre ExpressRoute with DR via the ExpressRoute off the network providers' MPLS.

Outcomes by Year 5 (2029)

By year five we will have:

- Provided a reliable DR solution for the ICT estate in Azure, allowing for the decommissioning of the secondary datacentre at Shand House,
- An ICT landscape that is Cloud only and predominantly contains SaaS, PaaS and cloud native services with minimal IaaS, allowing the decommissioning of the primary datacentre at County Hall.
- A strong position to take advantage of data and AI tooling, with accessible and sharable data.
- Mitigated risks including hardware failure, on-premise flood risks and lack of ICT Governance.
- Adopted a cloud-first, SaaS first approach to procurement.
- Modernised operational tooling, applications and servers.
- Matured ITOps/DevOps/SecOps process and culture, supported by mature ICT Governance.
- Developed an Enterprise Architecture practice:
 - Taking a more business focused approach, bridging the gap between users and the ICT team.
 - Making more strategic procurement and technical decisions.
 - Reusing common components across the ICT estate.
 - Increasing consistency and standardisation of DCC's architecture through improved governance.

Networking

User access from sites to Azure will be via the County Hall datacentre using ExpressRoute with a 4 Gbps increase of bandwidth in year 3 to support user traffic, that should be monitored and adjusted as required to balance cost vs. performance.

Shand House will provide the DR route via ExpressRoute until it is decommissioned in year 1. After that, DR will need to be provided by the network provider through moving the Shand House ExpressRoute to the MPLS. This means there are no dependencies on DCC datacentres for the DR route to Azure.

It is recommended that a project is created to implement SD-WAN (it is not in scope of this work) that runs alongside the cloud roadmap.

8 Total Cost of Ownership (TCO)

The Total Cost of Ownership (TCO) analysis is a critical component of Derbyshire County Council's (DCC) cloud strategy, providing a comprehensive understanding of the financial implications associated with the transition to cloud computing.

Appendix A gives a summary outlining the key factors contributing to the TCO in the cloud environment, offering insights into both direct and indirect costs.

9 Glossary

Azure Reserved Instance: A type of virtual machine reservation in Azure for consistent virtual machine workloads, offering significant cost savings over pay-as-you-go pricing.

Cool-tier: In cloud storage, a 'cool' data tier is optimized for storing data that is infrequently accessed and stored for at least 30 days. It's more cost-effective for long-term storage, backup, and disaster recovery solutions.

Failover: The process of switching to a redundant or standby computer server, system, hardware component, or network upon the failure or abnormal termination of the previously active application, server, system, hardware component, or network.

Hypervisor: A form of computer software, firmware, or hardware that creates and runs virtual machines. It allows multiple operating systems to share a single hardware host.

Landing Zone: In cloud computing, a landing zone is a well-architected, multi-account cloud environment that's based on security and compliance best practices.

MPLS (Multiprotocol Label Switching): A routing technique in telecommunications networks that directs data from one node to the next based on short path labels rather than long network addresses.

NetApp Vault: A data storage and management service provided by NetApp, often used for secure data backup and recovery.

WAN (Wide Area Network): A telecommunications network that extends over a large geographic area for the purpose of computer networking. WANs often connect multiple smaller networks, such as local area networks (LANs) or metro area networks (MANs).

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

Thursday, 11 April 2024

Report of the Director - Public Health

Additional Funding for Stop Smoking Services
(Cabinet Member for Health and Communities)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is a key decision because it is likely to result in the Council incurring expenditure which is, or savings which are significant having regard to the budget for the service or function concerned and it is likely to be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 To seek approval from Cabinet to:

- a. Accept the additional Government's Stopping the Start funding of £1,083,451 for stop smoking services in Derbyshire in 2024/25.
- b. Note that the Government is committed to provide the additional Stopping the Start Funding for a five year period commencing in 2024/25.

- c. Delegate authority to the Director of Public Health for the award of this funding in line with any grant conditions, Derbyshire County Council Adult Social Care and Health Scheme of Delegation, Derbyshire County Council Financial Regulations and Public Contract Regulations (2015) and other procedures which may include competitive tendering, necessary to comply with Council requirements.

4. Information and Analysis

- 4.1 On 4 October 2023, the government published [Stopping the start: our new plan to create a smokefree generation](#). This included a programme of funding to support current smokers to quit smoking, with £70 million additional funding per year for local authority stop smoking services and support. This more than doubles existing funding for stop smoking and support services from the public health core grant. This additional funding will drive more people into stop smoking services and support more people to quit smoking.
- 4.2 The Government is committed to provide the additional Stopping the Start Funding for a five-year period commencing in 2024/25. A further report will be submitted to Cabinet once the amount of funding available for 2025/26 and beyond is known.
- 4.3 Smoking is the single most entirely preventable cause of ill health, disability, and death in the UK. Nationally, smoking is responsible for around 80,000 deaths a year and no other legally available consumer product will kill up to two-thirds of its users.
- 4.4 Smoking causes harm throughout people's lives, not only for the smoker but for those around them. It is a major risk factor for poor maternal and infant outcomes, significantly increasing the chance of stillbirth and can trigger asthma in children. Smoking causes around 1 in 4 of all UK cancer deaths and is responsible for the majority of lung cancer cases. Smoking is also a major cause of premature heart disease, stroke and heart failure, and increases the risk of dementia in the elderly. Smokers lose an average of 10 years life expectancy, or around 1 year for every 4 smoking years.
- 4.5 Smoking accounts for the largest proportion of the gap in life expectancy between the most and least deprived areas. Smoking is the single most important driver of health inequalities: a larger contributor to inequalities than social position.

- 4.6 In Derbyshire in 2022 approximately 14% of adults (around 90,000 individuals) are current smokers (similar to the England average of 12.7%). Prevalence of smoking in pregnancy in Derbyshire has reduced in recent years. Despite this, the proportion of people smoking at the time of delivery in Derbyshire in 2021/22 (11.8%) remains significantly higher than the England average (9.1%). Smoking is responsible for over 3,000 deaths per annum in Derbyshire and almost 8,000 hospital admissions. The cost of smoking in Derbyshire is around £259m (lost productivity, health and social care costs, fires).
- 4.7 Quitting smoking is the best thing a smoker can do for their health. It has been estimated that [someone who quits before turning 30 could add 10 years to their life](#).
- 4.8 In Derbyshire the stop smoking service is provided inhouse by Live Life Better Derbyshire which is part of the Public Health Department. In 2022/23 Live Life Better Derbyshire helped over 1600 individuals to quit smoking.
- 4.9 The detailed grant conditions for the Stopping the Start additional funding have yet to be released but the expectation is that this additional funding will be used for:
- Building demand for local stop smoking service support and services by marketing and promotion of services and improving referral pathways.
 - Building capacity for local stop smoking support and services including additional specialist staff to deliver stop smoking interventions, improving the knowledge and skills of non-specialist staff (other healthcare professionals like nurses and pharmacists), to extend the reach of stop smoking interventions and increasing the spend on stop smoking pharmacotherapy such as nicotine replacement therapy.
- 4.10 The Government's ambition is that over a five year period commencing in 2024-25 the number of people quitting smoking will double. This will support the Government to achieve its aim that England will be smoke free by 2030.
- 4.11 The [independent Khan review](#) highlighted that well-funded stop smoking services are highly cost-effective and play a pivotal role in improving healthy life expectancy and narrowing the gap in health disparities. Local and national evidence shows that the remaining smokers are likely to be the most entrenched smokers and may find it harder to quit having experienced a number of unsuccessful quit attempts.

4.12 Detailed plans are being developed to utilise the additional funding in accordance with the expectations outlined in paragraph 4.8. When conditions are released, the plans will be cross checked with the guidance.

5. Consultation

5.1 There is no statutory requirement to undertake a public consultation on this proposal. The plans to effectively utilise the funding are being developed in consultation with a range of stakeholders such as relevant Public Health Teams, District and Boroughs, NHS organisations including primary care, the voluntary and community sector (VCS) and other partners.

6. Alternative Options Considered

6.1 There are two alternative options that can be considered:

- a) Decline the funding. This is not an acceptable alternative as it would disadvantage Derbyshire residents and presents an avoidable reputational risk to the Council.
- b) Agree to accept funding but require Senior Management Team (SMT)/Cabinet Member/Cabinet approval for each specific intervention. This is not an ideal alternative due to the complexities and time restrictions of this funding as it needs to be used within the financial year it is allocated.

7. Implications

7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

8.1 Further information on Stopping the Start and this additional funding can be found [here](#).

9. Appendices

9.1 Appendix 1 – Implications

10. Recommendation(s)

10.1 That Cabinet

- a. Agree to accept the additional Government's Stopping the Start funding of £1,083,451 for stop smoking services in Derbyshire in 2024/25.
- b. Note that the Government is committed to provide the additional Stopping the Start Funding for a five year period commencing in 2024/25
- c. Agree to delegate authority to the Director of Public Health for the expenditure and use of this funding in line with any grant conditions, Derbyshire County Council Adult Social Care and Health Scheme of Delegation, Derbyshire County Council financial regulations and Public Contract Regulations (2015) and other procedures which may include competitive tendering, necessary to comply with Council requirements.

11. Reasons for Recommendation(s)

- 11.1 To support work to reduce the prevalence of smoking in Derbyshire to improve the health of the local population and improve health inequalities.
- 11.2 Timely utilisation of the Stopping the Start funding is essential to maximise grant use as underspend cannot be carried over and the grant must be used in accordance with the Section 31 grant conditions.

12. Is it necessary to waive the call in period?

12.1 *No*

Report Author: Darran West

Contact details: Darran.West@derbyshire.gov.uk

Implications

Financial

- 1.1 In 2024/25 the Stopping the Start additional funding will be £1.083M which will be made available under the Section 31 Grant provisions of the Local Government Act 2003. A detailed plan will be developed for utilising this funding once the grant conditions are confirmed. This ring-fenced grant will be used to build on existing stop smoking services. It is a 100% grant and has to be spent on additional activity relating to stop smoking.

Legal

- 2.1 The Council's Financial Regulations provide that where the Council proposes to accept additional funding above £500,000 not outlined in the Service Plan, Cabinet approval should be obtained. They also state that the Chief Financial Officer shall liaise with the relevant Executive Director to ensure that the requirements of the Financial Regulations with respect to grants are met. Further reports will be presented to Cabinet once the amount of funding available for future years is known.
- 2.2 The grant conditions provide that any unspent additional funding must be returned, and the additional funding is dependent on the Council maintaining its 2022/23 level of spending on stop smoking services (£1.392M).
- 2.3 The Constitution permits any body or person with decision-making powers to delegate any of those functions such as to a Cabinet Member or to any officer of the Council.

Human Resources

- 3.1 The funding can be used to increase the number of staff within Live Life Better Derbyshire who provide specialist stop smoking services. The Council's policies and procedures will be followed in the recruitment of these staff.

Information Technology

- 4.1 As part of the development of the detailed plan to utilise the additional funding, consideration will be given to how we can use technology to support the aim of increasing the number of people quitting smoking. For example, there are a number of stop smoking applications that

could be used to expand how service users access stop smoking support.

Equalities Impact

- 5.1 In preparing this report the relevance of the following factors has been considered: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief and sex.

There are no anticipated negative impacts from this decision.

- 5.2 Smoking is a key driver of health inequalities in Derbyshire, and we will use the additional funding to engage and support priority and at risk groups to stop smoking e.g. routine and manual workers, social housing tenants etc.

Corporate objectives and priorities for change

- 6.1 Supporting more people to stop smoking supports the Council Plan priorities of Resilient, Healthy and Safe Communities and Effective Early Help for Individuals and Communities

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FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

11 April 2024

Report of the Executive Director for Adult Social Care and Health

Proposed Redesign of Short Breaks and Day Opportunities for People with a Learning Disability and / or who are Autistic (Adult Care)

1. Divisions Affected

1.1 County-wide

2. Key Decision

2.1 This is a Key Decision because, if the proposed changes are made, it is likely to:

- a) result in the Council incurring expenditure which is, or making savings which are, significant having regard to the budget for the service or function concerned; and
- b) be significant in terms of its effect on communities living or working in an area comprising two or more electoral areas in the County.

3. Purpose

3.1 Cabinet is asked to approve the undertaking of a public consultation, including consultation with the current users of day opportunities and short breaks, on two options concerning the future delivery for each of these services, which are currently provided directly by the Council for people with a learning disability and/or who are autistic. Direct consultation would also occur with people who are residing in supported living accommodation which is located within the grounds of one of the

units (Petersham) as the ongoing provision of their accommodation would be affected if the proposed changes were implemented.

4. Information and Analysis

- 4.1 This report outlines two options for public consultation on both the future delivery of day opportunities and short breaks directly provided by the Council for people with a learning disability and/or who are autistic.

Background and context

- 4.2 Our aim is to support Derbyshire people with a learning disability and/or who are autistic to live the lives they want to live – safe, fulfilled lives in their local communities
- 4.3 Within Adult Social Care we are on a transformation journey “Best Life Derbyshire”. Our emphasis is on future planning for people with a learning disability and/or who are autistic which increases independence; including helping people to gain valuable daily living skills and confidence so they can explore options for how they want to live and be supported. This therefore requires a review of our current direct care offer to ensure, moving forwards, every offer of in-house care and support services has an enablement and reablement offer embedded within the package.
- 4.4 Since Spring 2020, we have completed significant transformation work redesigning our day opportunities for people with a learning disability and/or who are autistic. This work has shown us that people want to live safe, fulfilled lives, as independently as possible, in their communities with equal access to opportunities and services such as social and leisure, housing, jobs, health and transport. We have explored opportunities for people to build support plans that provide a range of activities (a blended support plan). This has ensured people with a learning disability and/or who are autistic have the opportunity to meet their social care outcomes in ways that have connected them to their local communities, enabled them to explore their interests, increase their social activities, and gain valuable skills.
- 4.5 We also recognise that short breaks remain an important offer for carers who are caring for their loved ones within the community. We have approximately 1000 people of working age with a learning disability and/or who are autistic who we support in Adult Social Care that live with family and 325 of these are cared for by people over the age of seventy. Our aim is to have short breaks for people and their carers that are planned, reliable and with a progression model to include long term plans,

contingency planning and the development of independent living skills. Following engagement with carers in January 2024, we know there is a shared concern about contingency planning and it is a recognised priority to have a process in place to formulate plans with the person and their family carers to prepare them for the most independent future possible. The Council have a contract with Derbyshire Carers Association who provide carers assessments and contingency planning support. We have contingency plans embedded in our support plans which are produced collaboratively with people and their carers. Our area social work teams have conversations with people and their carers from the initial referral stage and refer to Derbyshire Carers Association at the earliest stage.

4.6 The Local Government Association recognise good practice is to *“support and value adults with a learning disability, and their families/carers, to live safe, well and fulfilled lives in communities”* and includes six elements as part of this vision that we aim to embed into our offer which are;

- Inclusion – support people to have good lives in their communities and to be treated with dignity and respect.
- Equal access – to opportunities and services for example contributing to community life, social and leisure opportunities, housing, banking, jobs, health, and transport.
- Person centred planning and support – involve people, families, and carers in solutions that respond to the individual strengths and needs.
- Safeguarding – be safe in communities and free from the risk of discrimination, hate crime and abuse.
- Sustainable models of support – a commitment to focus on developing.
- Progression – Recognising that people with a learning disability and / or who are autistic have the potential to progress and develop.

Day Opportunities

4.7 The Council offer for day opportunities is currently provided through the countywide Community Connector Service and provision of four building-based centres (Alderbrook, No Limits, Outlook and Parkwood). 55 people are currently attending across the four day centres and all were accessing a Council day centre prior to the last redesign in October 2022. The numbers of people currently attending each of the Council day centres are Alderbrook (9), No Limits (10), Outlook (13) and Parkwood (23). The average attendance for the 55 people is three days per week. 43 of the 55 people have worked or are working with Community Connectors to find alternative opportunities to create a blended support plan i.e., having a range of activity including Council day centres as part of their week. The breakdown of alternatives is as follows; Leisure/Community Groups (15),

Social Activity (12), Independent Living Skills (5), Health & Well-being (4) and 7 people are still exploring options with Community Connectors to find the right fit.

- 4.8 Community Connectors now work with young people from 14 years of age to support with transition planning to adulthood (over 60 young people have been supported in the last twelve months). Connectors work as part of the Multi-Disciplinary Meeting to take a strengths-based, person-centred approach to exploring opportunities and build a support package. None of the young people supported have opted for a Council day centre as an outcome of support planning. The requirement for traditional building-based opportunities has reduced as people opt for community-based support.
- 4.9 The Council currently supports 702 adults with a learning disability and/or who are autistic via a Direct Payment which is a scheme that allows people to arrange their own care and achieve greater control over how this is provided to them via the employment of a Personal Assistant(s). The Council is working to improve access to Personal Assistants to encourage more people to utilise a Direct Payment to give them more flexibility, choice and control.
- 4.10 Our emphasis is on future planning for people with a learning disability and/or who are autistic which increases independence; including helping people to gain valuable daily living skills and gain confidence so they can explore and take up options that best achieves how they want to live and be supported.
- 4.11 We must also take account of the fact that, like every Council up and down the country, Derbyshire is facing significant financial challenges that are outside its control. These include inflationary pressures, staff pay awards agreed nationally but paid locally and continuing increasing demand on our services, particularly in adult care and children's services. Demand for adult social care support has also risen dramatically with the cost of providing care and support accounting for 48% of the Council's overall spending. This means in order to set a balanced budget in 2024/25 as it is legally obliged to do, the Council must review how people's assessed needs are met under the Care Act 2014 and to what extent the Council provides a direct care service as a means of fulfilling those needs.
- 4.12 Day Opportunities – Option One

The first option would be to discontinue use of all the remaining four day centres, recognising the growth and success of the Community

Connectors, and to continue to support people to access alternative day opportunities within their local community.

- 4.13 This proposed option would include a commitment that all 55 people who currently use the four day centres would have their care and support plans reviewed, by way of an outcome focussed assessment under the Care Act 2014, as well as undertaking updated assessments for any carers affected. Anyone affected would receive Community Connector input to find suitable alternatives to the current day centre provision.
- 4.14 Community Connectors work alongside our Social Work teams and Public Health to find meaningful, varied and aspiring connections in the community for people with a learning disability and/or who are autistic. The range of connections include education, voluntary work, relationships, social activities, exercise, direct payment arrangements and they also provide travel training. Connectors take referrals from any source and can support young people from age fourteen and play an important role in transition to adulthood, as well as meaningful activity for adults of any age including older adults.
- 4.15 Connectors have the knowledge, experience and skills to work with people currently attending our day centres to find alternative and varied opportunities. They have already worked or are working with 43 of the 55 people attending and have made connections for them that can be reviewed and expanded upon whilst also starting the journey with the remaining 14 people.
- 4.16 By way of alternative provision, the Council currently holds contracts with 38 private providers of day care across Derbyshire for people with learning disabilities and/or autism. These providers offer 110 different support opportunities which means there is both capacity and choice within the private sector to provide an alternative offer to that provided by the Council at the four day centres presently operational. The private providers are also able to cater for those people with more complex needs. The Council also has an expanding offer for day opportunities with our Shared Lives service, which currently supports 26 people.
- 4.17 Day Opportunities - Option Two
- Option two would be to retain two of the four day centres currently operational – No Limits in Chesterfield and Outlook in Long Eaton.
- 4.18 This proposal would mean discontinuing use of Parkwood Centre in Alfreton which needs repair work costing in the region of £1.7m. Alderbrook would also be discontinued under the proposed option as it

currently only supports 9 people who travel on average 16.5 miles to attend.

Short Breaks

4.20 The Council offer for short breaks currently consists of five short stay residential units for people with a learning disability and/or who are autistic which offers short breaks in the form of residential respite at:

- The Newhall Bungalow, Swadlincote
- Petersham, Long Eaton
- Hadfield Road, Glossop (unused since 2020 due to the suitability of the building)
- Morewood Centre, Alfreton
- Victoria Street, Chesterfield

The Council does not currently offer any home-based carer respite support for people with a learning disability and/or who are autistic.

4.21 The Private Provider (PVI) offer for short breaks in Derbyshire operates through the Council's contract framework and consists of 101 residential providers who alongside longer-term admissions, also provide short breaks for people with a learning disability and/or who are autistic. Although this is dependent on capacity, on average there are 60-70 bed vacancies within the PVI at any time. The Council also has specific contracts with 3 providers that specialise in short breaks only for people with a learning disability and / or who are autistic.

4.22 As per Local Government Association guidance, it is important that we offer people with a learning disability and/or who are autistic the opportunity to progress and develop. Our aim is to embed a progression model in our short break offer, supporting people to achieve their goals and aspirations, e.g., by working on independent living skill goals during the short break such as meal preparation and cooking.

4.23 Engagement with carers and people who use our short break services has not only indicated the importance for carer respite, but also the reliability of any planned short breaks. Our commitment as part of this proposal is to provide planned short breaks only in our in-house residential units to provide respite for family support carers looking after people at home.

4.24 Making the short break offer more sustainable is especially important for

people with learning disabilities and/or autism living with older carers in the community to ensure contingency plans are in place and to prevent the need for crisis admissions into residential care.

The benefits of a planned short breaks model are:

- Reliable short break provision that is provided when planned.
- People and their family/carers feel confident that stays will be less likely to be cancelled and a person's stay can be confidently planned for.
- A workforce who understands the service delivery and familiarity with people using the service, ensuring better engagement as part of outcome-focussed planning and progression.

4.25 The current demand for planned short breaks across the five units is for approximately 54 people. As part of these proposals, we have also explored projected potential future demand from young people transitioning from Children's Services to Adult Social Care support.

4.26 Short Breaks – Option One

Discontinued use of:

- Petersham
- Victoria Street
- Hadfield Road
- Newhall Bungalow

Retaining:

- Morewood for planned short breaks

4.27 Morewood would comfortably meet the current demand of 54 people accessing short breaks with their 10 available beds, and an ability to respond to future demand. Retaining Morewood would provide 10 beds for planned short breaks, giving a total of 3600 nights per year. By way of example, if the average number of nights per year for people accessing short breaks is 36, this means that we would have the capacity to support 100 people and their carers with this option if utilised to its fullest. The staffing structure required to collectively meet the needs of people accessing short breaks would be considered following the proposed consultation.

4.28 Morewood staff team would have the capacity to work with people and their family in regard to longer term and contingency planning, for example by working towards independent living skills as part of the short

break. We are also developing the Shared Lives offer and Direct Payments usage for short breaks to provide more choice, particularly for those coming through transition who wish to explore alternatives to a residential unit.

- 4.29 We recognise that for many people living with family, in the event of unforeseen circumstances such as carer hospital admission, a non-residential offer of support is more appropriate. We are therefore proposing to invest a portion of savings made from reducing building-based provision to offer a community response in the event of unforeseen circumstances, supporting people at home who are living with family.
- 4.30 This type of support takes a strength-based approach and aligns with our strategy to support people to live their lives well, safely and comfortably, wherever possible in their own home, in their local community. We would design the community-based response offer following feedback from people with a learning disability and/or who are autistic, carers and the public as part of the consultation process.
- 4.31 Associated with the five short break units are several supported living arrangements. For the majority of people living within these, this redesign will not have any impact on their accommodation, but they would require a care and support review. However, for two people living in supported living properties which are located within the grounds of the Petersham centre, it would not be practicable for their tenancies to continue should use of the Petersham Centre be discontinued. The retention of bungalows for supported living use would inhibit any alternative use, disposal or redevelopment of the whole site. Alternative accommodation would be identified for these people via a timely person-centred care and support plan review.
- 4.32 All staff working at the residential units would be impacted by this proposal due to the closure of the units referred to in paragraph 4.26 above and the redesign to a planned short breaks service only at Morewood. Staff working at the associated supported living properties may also be impacted dependent on the outcome of the planned care and support reviews. Should this proposal be implemented the usual Derbyshire County Council procedures would apply and be implemented, as appropriate. Relevant procedures and processes would also be followed as regards to any stakeholders also impacted.
- 4.33 Short Breaks – Option Two

Discontinued use of:

- Petersham
- Victoria Street
- Hadfield Road

Retain:

- Morewood
- Newhall Bungalow

4.34 Morewood and Newhall Bungalow would be used for short breaks. These would have surplus beds whilst meeting the current demand of 54 people accessing short breaks, and an ability to respond to future demand. Retaining them would provide 20 beds for planned short breaks, giving a total of 7200 nights per year. By way of example, if the average number of nights per year for people accessing short breaks is 36, this means that we would have the capacity to support 200 people and their carers with this option if utilised to its fullest. The staffing structure required to collectively meet the needs of people accessing short breaks would be considered following the proposed consultation.

4.35 Morewood and Newhall Bungalow staff would have the capacity to work with people and their family with regard to longer term and contingency planning, for example by working towards independent living skills as part of the short break. We are also developing the Shared Lives offer and Direct Payments usage for short breaks to provide more choice particularly for those coming through transition who wish to explore alternatives to a residential unit.

4.36 Associated with the five short break units are several supported living arrangements. For the majority of people living within these, this redesign will not have any impact on their accommodation, but they would require a care and support review. However, for two people living in supported living properties which are located within the grounds of the Petersham centre, it would not be practicable for their tenancies to continue should use of the Petersham Centre be discontinued. The retention of bungalows for supported living use would inhibit any alternative use, disposal or redevelopment of the whole site. Alternative accommodation would be identified for these people via a timely person-centred care and support plan review.

4.37 All staff working at the residential units would be impacted by this proposal due to the closure of the units referred to in paragraph 4.33 above and the redesign to a planned short breaks service only at

Morewood and The Bungalow, Newhall. Staff working at the associated supported living properties may also be impacted dependent on the outcome of the planned care and support review. Should this proposal be implemented the usual Derbyshire County Council procedures would apply and be implemented, as appropriate. Relevant procedures and processes would also be followed as regards to any stakeholders also impacted

Previous Consultations

- 4.38 The proposal to reduce Council building based provision and expand the Community Connector Service involved a public consultation from 28th March to 19th June 2022 with the redesign final report for Cabinet consideration on 13th October 2022.
- 4.39 The proposals for a community-based offer build on work undertaken by the Council between 2018-2020 as part of the 'My Life, My Way' engagement programme. They are not a reflection of temporary measures that had been put in place to Learning Disability day services arising from the Covid-19 pandemic.
- 4.40 Learning Disability Procurement Review: Following approval by Cabinet on 20th December 2018, formal engagement commenced with attendees of Derbyshire County Council Learning Disability Day Centres and family carers on proposals for the future model of support and service delivery for day opportunities. This engagement started on 2nd January 2019 and closed on 31st March 2019, with a final report presented to the Council's Cabinet on 6 June 2019.
- 4.41 The outcome of this engagement was the introduction of a progression model to support more people to access training, skills and opportunities for volunteering or employment, where appropriate, via a Community Connector service. The new eligibility criteria came into effect in November 2019 and applied only to new referrals into the service. It was intended that those already attending a service would have a review to determine their level of support moving forwards and whether the options proposed through the progression model would be appropriate.

5. Consultation

- 5.1 If the recommendations in this report are approved, it is proposed that formal public consultation will commence on 24 April 2024 for 12 weeks, ending on 17 July 2024. A public consultation would be carried out seeking people's views on the two options being presented.

- 5.2 We would support current individual day centre and short break users and their carers to understand and engage with the consultation process and the potential implications for them by offering support to participate in the consultation via a one-to-one interview, where requested, and by creating an easy read information pack to ensure the relevant information is presented in an accessible and clear format.
- 5.3 Adult Social Care's Stakeholder Engagement Team (SECT) would arrange and coordinate a series of face-to-face consultation meetings for current individual day centre and short break users and their carers.
- 5.4 The SECT would arrange and coordinate face to face and virtual sessions. Interested parties and members of the public would be invited to book a place via publicity and communications.
- 5.5 The SECT would develop an easy read version of a questionnaire for participants to complete. The questionnaire would be reflective of the proposal/s and give opportunity for participants to comment and give feedback on their views. The questionnaire would be placed on DCC's Have Your Say webpage where consultees would be encouraged to visit and complete a questionnaire.
- 5.6 All Stakeholders would also be given the opportunity to give their views by sending a letter, via email to ASCH.Tell.AdultCare@derbyshire.gov.uk or via telephone contact for SECT. Stakeholders would be given the opportunity to either email a message or leave a telephone voice mail requesting a call back from a member of SECT. SECT members would then record any feedback via telephone interviews and/or assist participants to complete an online questionnaire
- 5.7 Subject to this report being approved and the consultation being undertaken it is anticipated that, once the consultation responses have been considered, an updated Equality Impact Analysis will be completed, and a further report will be presented to Cabinet regarding the proposed next steps.

6. Alternative Options Considered

- 6.1 Rule out the possibility of making changes to the existing offer of Short Breaks and day opportunities for people with a learning disability and / or who are autistic. Given the current budget position and future demand this is not sustainable for the Council.
- 6.2 Make changes to the without consultation. This would be unlawful and

would expose the Council to legitimate legal challenge while at the same time undermining the quality of its decision-making.

- 6.3 Consult on more or different potential models or changes. The Local Authority is entitled to consult over its chosen proposed financial model but should not limit their consideration of alternative models or changes. The consultation exercise will therefore facilitate the ability for responses to be provided in this regard.

7. Implications

- 7.1 Appendix 1 sets out the relevant implications considered in the preparation of the report.

8. Background Papers

- 8.1 Cabinet Report 20 December 2018 - Reshaping the learning disability day care offer and commencing consultation on the future service model for all other services for people with a learning disability.
- 8.2 Cabinet 6 June 2019 - Outcomes from the consultation on reshaping the council's day care offer for people who have a learning disability and/or who are autistic.
- 8.3 Cabinet Report 10 March 2022 - Learning Disability Day Opportunities Service Redesign seeking approval for Public consultation from 28th March to 19th June 2022.
- 8.4 Cabinet Report 13 October 2022 - Learning Disability Day Opportunities Service Redesign- Consultation Responses and Recommendations
- 8.5 Department of Health and Social Care (2021), *People at the Heart of Care: adult social care reform white paper*.
- 8.6 The Association of Directors of Adult Social Services (2021), *The impact of the COVID pandemic on adults with learning disabilities and / or autism, their family carers and service provision*.

9. Appendices

- 9.1 Appendix 1 – Implications.

10. Recommendation(s)

10.1 It is recommended that Cabinet:

- a) Approves the programme of formal public consultation for a period of 12 weeks on the two proposed options concerning the future of the day opportunities for people with a learning disability and/or who are autistic.
- b) Approves the programme of formal consultation for a period of 12 weeks on the two proposed options concerning the short break residential units for people with a learning disability and/or who are autistic.
- c) Receives a further Report following the conclusion of the consultation process, including an updated Equality Impact Analysis.

11. Reasons for Recommendation(s)

11.1 Proposals to make significant changes in service provision require consultation with the public and those directly affected, including people who use the service, staff and carers and relevant stakeholders to ensure that their views can be taken into account when a final decision is made. Consultation for 12 weeks is proposed to ensure the Council complies with its legal obligations.

11.2 A further report following the conclusion of a consultation is recommended to ensure that Cabinet is fully informed of the outcome of the consultation and Equality Impact Analysis when it makes a decision on the future of the building based day opportunities and short stay residential units.

12. Is it necessary to waive the call in period?

12.1 No

Report Author: Lisa Holford

Contact details: Lisa.Holford@derbyshire.gov.uk

Implications**Financial**

- 1.1 The current cost of delivery is set out in the Tables below. There are two efficiencies set out in the 2024/25 approved Revenue Budget - £1.170M (day care) and £1.169M (short breaks) to be achieved over three years - 2024/25 to 2026/27. In 2024-25, the efficiencies will be achieved by management of vacancies (anticipating potential closures and the review of staffing arrangements for retained services) and in future years by re-provision of services to users with eligible needs.
- 1.2 There are anticipated one-off costs of re-providing services including potential redundancy and pension strain costs, building security etc. A Directorate reserve is available to meet these one-off costs of transformation. There are also expected to be further non-cashable efficiencies relating to the repairs and maintenance liability for the local authority owned sites. This liability relates to both revenue and capital costs and is based on the latest condition surveys for the sites.

Day Centre	£M
Parkwood	0.813
No Limits	0.306
Outlook	0.563
Alderbrook	0.552
Total	2.234

Short Breaks	£M
Morewood	0.980
Victoria Street	0.806
Petersham	1.350
Hadfield Rd	0.091
The Bungalow	1.137
Total	4.364

Legal

- 2.1 Section 1 Care Act 2014 imposes a general duty on the Council to promote an individual's well-being whenever exercising any function under Part 1 Care Act 2014.
- 2.2 'Well-being' is not defined within the Care Act 2014 and is a broad concept. Section 1(2) lists nine individual aspects of well-being as follows:
- (a) personal dignity (including treatment of the individual with respect);
 - (b) physical and mental health and emotional well-being;
 - (c) protection from abuse and neglect;
 - (d) control by the individual over day-to-day life (including over care and support, or support, provided to the individual and the way in which it is provided);
 - (e) participation in work, education, training or recreation;
 - (f) social and economic well-being;
 - (g) domestic, family and personal relationships;
 - (h) suitability of living accommodation;
 - (i) the individual's contribution to society.

Although the well-being principle applies specifically when the Local Authority makes a decision in relation to an individual, the Care and Support Statutory Guidance is clear that the principle should also be considered by the Council when it undertakes broader, strategic functions.

- 2.3 Whilst the Council is not required by way of statutory duty to provide any in-house Direct Care provision, Section 5 Care Act 2014 places a separate duty on the Council to promote an efficient and effective market, with a view to ensuring that any person in its area wishing to access services in the market:
- a) has a variety of providers to choose from who (taken together) provide a variety of services;
 - b) has a variety of high quality services to choose from; and
 - c) has sufficient information to make an informed decision about how to meet the needs in question.

- 2.4 Section 18 Care Act 2014 provides that where an adult is assessed as having eligible needs, the Council is under a duty to meet those needs; one way of meeting those needs is by attending a day centre. Should an individual's current day centre close, alternative arrangements to meet those eligible needs must be made. Where a care plan is to be altered, the Council must have regard to, amongst other things, the outcomes the individual wishes to achieve and the impact on a person's well-being. The report details steps which would be taken to support individuals to navigate these changes and identify alternative opportunities to DCC day centre provision.
- 2.5 Proposals to make significant changes in service provision require consultation with the public and those directly affected, including service users, their family/carers, staff and relevant stakeholders.
- 2.6 Case law has established minimum requirements of consultation, which are:
- a) Consultation must be at a time when proposals are at a formative stage;
 - b) Sufficient information must be given to permit a person to "give an intelligent consideration and response";
 - c) Adequate time must be given for consideration and response; and
 - d) The results of the consultation must be conscientiously taken into account in finalising any proposal and provided to the decision maker to inform their decision
- 2.7 In assessing these proposals, the Council should also have regard to the Public Sector Equality Duty (PSED) under the Equality Act 2010.
- 2.8 The PSED requires public authorities to have "due regard" to:
- The need to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010 (*section 149(1) (a)*).
 - The need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it (*section 149(1) (b)*). This involves having due regard to the needs to:
 - remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.

- take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it (*section 149(4)*); and
- encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- The need to foster good relations between persons who share a relevant protected characteristic and those who do not share it (*section 149(1)(C)*).

2.9 Preliminary consideration has been given to the impact of the proposals on persons with protected characteristics in drawing up these proposals. In particular it is recognised that the methods and content of the consultation will need to be designed so as to fully reflect the needs of the relevant protected groups, in particular older people and disabled people.

2.10 In addition, regard has been given to the Equality Impact Analysis (EIA) carried out in respect of the care pathway redesigns as is referred to in the report. A full EIA will be prepared during the consultation process reflecting issues that are raised during the consultation process. This will be reported in full to Cabinet and a full copy of the EIA made available to Members in order that any adverse impact along with any potential mitigation can be fully assessed. Cabinet members will be reminded at that time of the need to have careful regard to the conclusions of the EIA.

Human Resources

3.1 Any workforce implications arising from the proposals will be the subject of further reports on the conclusion of public consultation. Staff will be included in engagement and there will be HR support as part of any consultation exercise.

Information Technology

4.1 None directly arising.

Equalities Impact

5.1 The Council has a duty to recognise and mitigate the impact of any changes it proposes upon people in protected groups. The proposals in this report affect people with a learning disability and / or who are autistic

currently accessing day services and short breaks provided by Derbyshire County Council.

- 5.2 The Council will take account of the challenges which the people affected by the proposals in this report face, both in terms of participation in the consultation and in ensuring that the impact of any changes is mitigated if they are to be implemented. Family, and carers will be invited to participate in the consultation and advocacy services will be arranged for people who require them.
- 5.3 A full Equality Impact Analysis will be undertaken and this will be reported to Cabinet on the completion of the consultation on the proposals in this report, should a consultation exercise be approved by Cabinet.

Corporate objectives and priorities for change

- 6.1 In the Council Plan 2021 – 2025 the Council states that listening to, engaging, and involving local people to ensure services are responsive and take account of what matter most to people, as being a core value.
- 6.2 In the Council Plan 2021 – 2025 the Council states that as part of its actions to create Resilient, healthy, and safe communities it will work with people with learning disabilities and/or who are autistic to develop Council services to ensure they are tailored to meet individuals needs and help people achieve their personal goals. By 2025 it is expected that the Council will have enabled more people with a learning disability in Derbyshire to work towards achieving their goals and aspirations with less reliance on public services
- 6.3 The Council commits to work together with its partners and communities to be an enterprising council, delivering value for money and enabling local people and places to thrive, and to spend money wisely making the best use of the resources that it has.

Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)

- 7.1 As set out in the report.



FOR PUBLICATION

DERBYSHIRE COUNTY COUNCIL

CABINET

11 April 2024

Report of the Executive Director of Children's Services

Repurposing of Services at The Getaway and The Outback

1. Divisions Affected

Derbyshire Residential and Outreach Service for Children with a disability.

2. Key Decision

- 2.1 This is a key decision because if the proposed changes are approved it is likely to result in savings of £500k or more and it will be significant in terms of its effects on communities living in two or more electoral divisions. We are seeking cabinet approval to repurpose Services for children with a disability at The Getaway and The Outback.

3. Purpose

- 3.1 The proposal is to remodel The Getaway and The Outback services to reduce external placement expenditure for children with complex disabilities from April 2024 onwards. This is an alternative plan to closure of these two services for children with disabilities previously proposed to impact on the Council's critical financial position.
- 3.2 To inform cabinet of the outcome of a recent two-week consultation in respect of the proposal to remodel.
- 3.3 To provide the accompanying Equalities Impact Analysis on the impacts on these proposals.

- 3.2 This would require converting The Getaway from a short break children's home to a longer-term home for Derbyshire children providing full time care for 3 children aged between 7-17 years.
- 3.3 The remodelling of the Outback would ensure cost avoidance through the prevention of children coming into full-time care.

4. Information and Analysis

- 4.1 Both the Getaway and the Outback are highly valued, well-established services which provide critical support to vulnerable children with a disability. Many Local Authorities rely on commissioned services from the private sector to meet the needs of this cohort of children, however Derbyshire County Council has chosen to provide the services internally for many years.

Considering the critical financial position of the Council the initial indicator was that closure of these services was an opportunity to achieve substantial savings, notwithstanding the high level of need that exists for children with a disability. However detailed interrogation of other options has enabled a different and more palatable plan to be proposed to repurpose these services to impact on the current financial crisis and enable the preservation of the services for children who need them. In addition, the alternative enables the retention of a highly skilled compassionate workforce and avoidance of additional redundancy costs through the loss of the Derbyshire employees.

The Getaway is an OUTSTANDING Ofsted rated home, which has been providing excellent care for children with disabilities for nearly 15 years.

- 4.2 It currently provides overnight short breaks for 19 families, depending on the needs of the child. The provision has capacity for up to 25 children dependent on the individual service levels and provides up to 4 overnight short break beds, six nights of the week, the number of young people on each night is determined by placement matching.
- 4.3 The proposal is to use The Getaway as a residential home for full time care for 3 children aged between 7-17 years. One bed will continue to be available for short breaks for children who are at high risk of full time admission and require a high level of care to meet their complex needs. No capital costs will be incurred in respect of the building for the implementation of the proposal, it is already classified as a 'children's home,' and adaptations necessary to care for children with disabilities are already installed and available in the building.
- 4.4 The needs of the children receiving overnight short breaks currently, are being re-evaluated by the Children with Disabilities Social Work Service. Any unmet need identified by the assessment will be met by alternative services, from their existing personal budgets. Those who are determined to still need overnight short breaks, akin to those provided by The Getaway will be assessed for placements at the council's other internal provision for children with disabilities, The Willow, and Spire Lodge. Some additional capacity is being sought at the

Willows to further mitigate against the proposal outlined. In addition to alternative service types already available, the Outback will also be able to provide support to some of this cohort if plans to remodel the Outback also take place. Looked after children with disabilities are some of Derbyshire's most vulnerable children and bringing them back to in-house provision will strengthen the level of oversight and safeguards. This will also further protect the Council from significant reputation risk, if there are significant concerns relating to use of an external provider.

- 4.5 The Outback is a CQC registered service for children with disabilities within Derbyshire which provides outreach support to children and families to prevent children coming into care.
- 4.6 Currently the Outback offers focused services using a model that reflects the principles of the holistic Stronger Families model which is evidenced based practice and includes Positive Plan, PACE and Nurture. The work is delivered in a variety of ways, dependent on what service is needed or being requested, which could be to support children subject to child protection plans, care proceedings and children in need. Work will include the whole family, including siblings. In addition, the Outback provides support to children and families, including 1:1 support, inclusion, domiciliary, parenting assessment and supervised family time.
- 4.7 Currently the service is working with 16 families with multiple children in each family, providing varying levels of input and intensity depending on the needs of the children and families. In 2023, The Outback worked with a total of 50 families. Under the new proposal, The Outback would be working in a much more targeted way, focusing on children with disabilities who are on the edge of care, and therefore it is possible that the total number of families worked with would be fewer, however, the impact on those offered support, increased.
- 4.8 The aim of the proposed changes to the Outback is to provide targeted holistic support for children and families on the edge of care to prevent them from requiring costly external residential placement; support those children in care to return to the care of their families, thus, not only reducing the number of Derbyshire's children in care but also avoiding the cost of placing children in costly external provision. The service will continue to provide the same level of intense support over a sustained period to prevent children from coming into local authority care.
- 4.9 The proposal would enable the service to remain involved with those families whose children are on the edge of care to prevent family breakdown and those whose reunification journeys to their families are underway. Of the 16 families currently open to the service, six families are being supported to prevent family breakdown and those children from coming into care. The total estimated cost of these six children coming into local authority care, due to family breakdown

is £2,184,029. The service is therefore avoiding this expenditure on an annual basis by providing support to families so that the children can remain in the care of their families.

- 4.91 The services that will not be offered under the new proposal are the completion of parenting assessments, family time and some individual support to children in need and are not in any formal safeguarding process. These services will be provided by, in the main the Children with Disabilities Social Work Service, which has explored alternative operational models to accommodate the provision of these services.
- 4.92 Other services the provision currently provides, such as 1:1 support to children and young people can alternatively be provided through direct payment to families who can purchase services from within the community, for example personal assistance to provide support by the hour. Parents are provided with leaflets with information of local services that can be purchased, for example agencies that provide Personal Assistants. This cost to the council will be mitigated against by the larger cost that would be avoided through supporting families at risk of breakdown, to stay together to care of their children with disabilities at home, thus avoiding them coming into care.
- 4.93 The implementation the proposal will not require changes to the building as in essence it will continue to provide the same support services to a targeted cohort of service users.

The current staffing compliment for the service is:

- Full-Time Manager – Grade 12
 - 1 Full-Time Deputy Manager – Grade 10
 - 9 RCW posts, Grade 9 (6 FTE). (1 x 26.5hr RCW established post is currently backfilled behind long term sickness until 31st May 2024)
 - 2 full time – Health posts
 - 4 Family Support Assistant posts, Grade 5 (2.38 FTE) providing domiciliary support in the home (1 x 16hr FSA post is currently vacant and frozen)
 - BSA x 1 (part time)
- 4.94 There will an implementation plan following a decision from Cabinet. This will outline what will happened for the existing children and young people accessing short break provision at the Getaway. There has been some initial discission with Ofsted around potential change of registration and statement of purpose which is a necessary regulatory step to make the change in the service. Ofsted have stated that this can be done almost immediately, when the Council makes a firm decision on the direction of the Getaway. As stated earlier in the report, there will be a full consultation

of the local short break offer in April 2023 and work is currently underway in preparation for this.

5. Budget Saving Planned

- 5.1 The total budget saving proposal was to reduce budgets by £1.898m over a 2-year period, £1.288m in 24/25 and a further £0.610m in 25/26. This was to be achieved by reviewing the way short break services are provided and how the Getaway and Outback are used.
- 5.2 The plan set out below shows how the plan to achieve these budget savings will be progressed by bringing 3 children from expensive external provision into better value DCC internal provision at the Getaway.
- 5.3 Whether these children are placed internally or externally, there would be placement related cost attached to these children, most likely through to their 18th birthdays due to their enduring lifelong complex needs.
- 5.4 We have provisionally identified 3 Children (who are currently placed in external homes) with a view to looking after them at The Getaway. The current external placements of these 3 children identified cost a total of **£1.376m** per year. As a result, we will be able to reduce our placement spend by £1.376m (more than the required £1.288m in 24/25), and the cost of these external placements will end. This will allow us to maintain the current budget for the running of the Getaway but as a full-time residential home. There will be a year-on-year cost avoidance of the £1.376m which would increase in light of inflation and rising annual cost increases currently demonstrated in the private sector provisions.
- 5.5 The Getaway building is already equipped to provide full range of care for children with complex disabilities, including physical disabilities and therefore no further adaptations or structural alternations are required. Similarly, the staffing is already within the budget and adequately meet the requirements; no further cost will be incurred to implement the proposal.
- 5.6 In addition, during 24/25 we expect to make or work towards several further saving because of these moves and as a result of changes to the way the Outback functions (subject to necessary consultations). These additional saving may not be achieved until part way through 24/25 but we would expect them to result in full year budget savings from 1st April 25 onwards.
- 5.7 We expect savings will be achieved by The Getaway transporting these young people to and from education – totalling **£0.117m** per year which is currently spent by SEND transport.
- 5.8 We expect to make further savings by avoiding the need to pay an additional sleeping in allowance to staff at a cost of **£0.012m** per year, as waking night

assistants who are accounted for in the current staffing budget will be used instead, if the changes to offer permanent placements are made.

- 5.9 The repurposing of the Outback service would be to focus on children at immediate risk of admission into care. Realignment of current staffing and activities undertaken would provide an annual saving of **£0.153m**.
- 5.91 It is understood that this proposal to remodel the services at The Getaway and Outback do not provide the full £1.898m savings required as first outlined from the closure of the 2 services, detailed in previous budget reports to Cabinet at the start of 2024, a shortfall of £240k remains. Options are being explored to identify how this shortfall can be addressed, for example, the potential of establishing a fourth bed at The Getaway for a child in a high-cost external placement. The option of progressing the disestablishment or TUPE to 2 Health of posts is being explored, this is an historical arrangement which will realise approximately £83k savings against the £240k needed.

Please see Appendix 2 for details

6. Cost Avoidance

- 6.1 The Outback provides specialist and targeted support to families with children with disabilities. They are currently working with several families, where without their support and input, there would be a significant risk of those children coming into formal care.
- 6.2 There is approximately £3.1 million in cost avoidance identified, which can be directly evidenced from the current cohort of children and families the team are working with, which demonstrates that the service is good value for money.

Please see Appendix 3 for details.

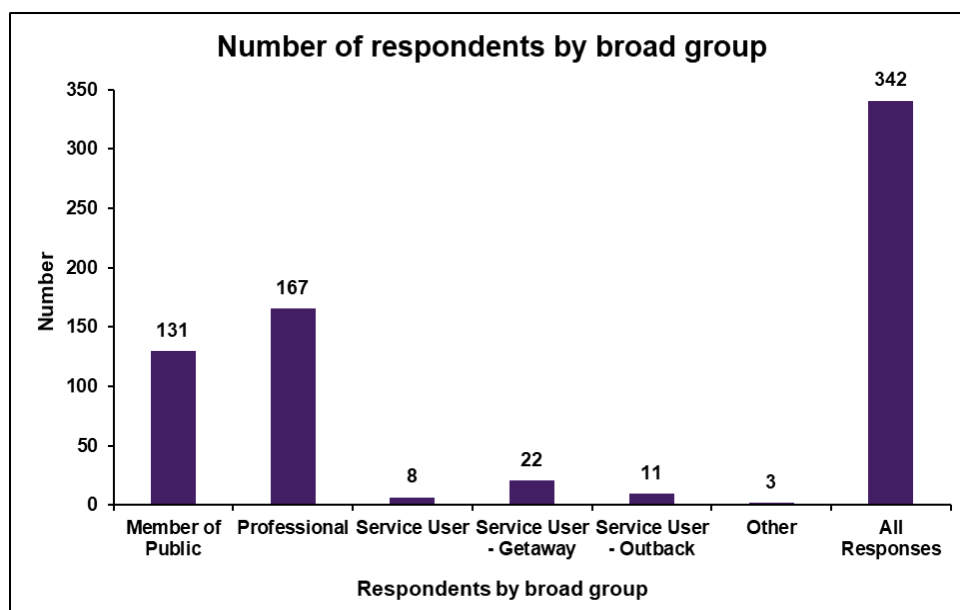
7. Consultation

- 7.1 There has been a 2-week public consultation undertaken in respect of the proposed options being considered by the council. Views have been sought in respect of either disestablishing the Outback and Getaway or remodelling the provisions. This public consultation ended on the 24th of March 2024..

The Local Authority are required to review the local offer to children with a disability and this review will commence in April and involve a 12-week public consultation.

7.2 Outback outreach service and the Getaway short break service consultation

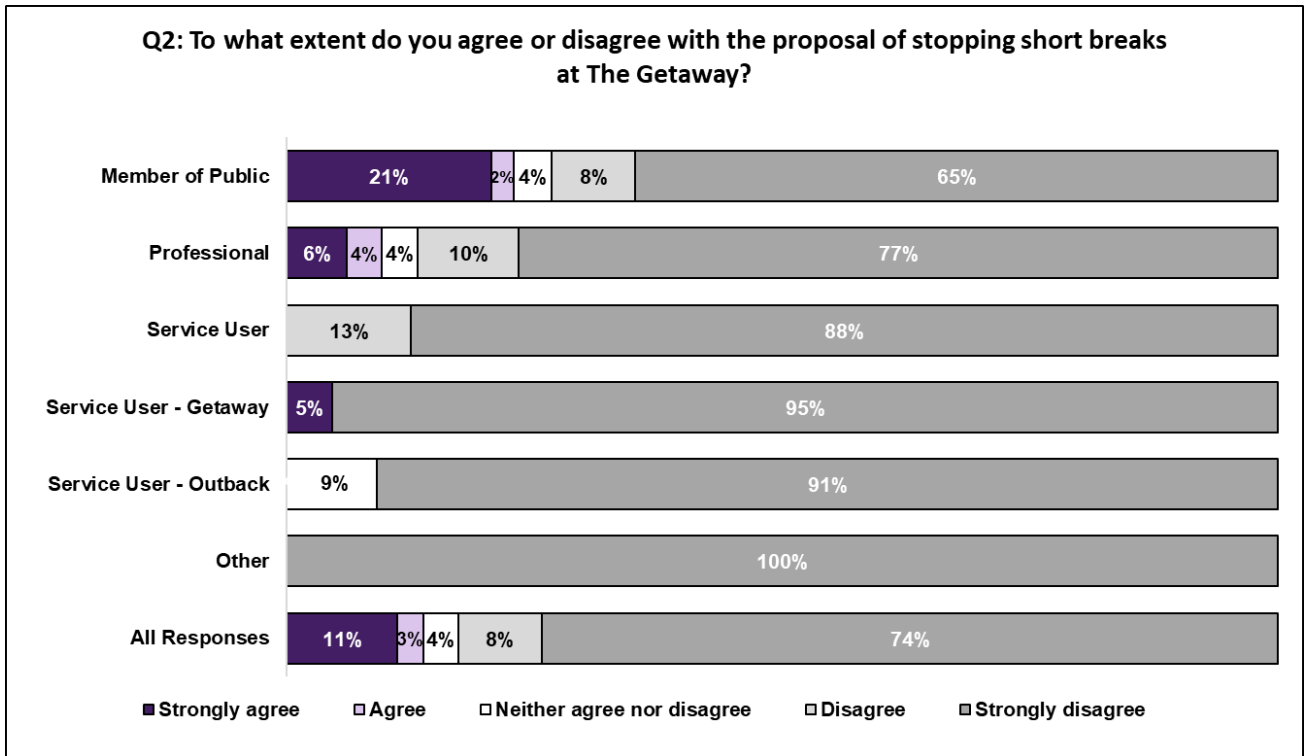
As of the 24th of March 2024, there were 342 responses to this consultation. Looking at respondents by broad group, the largest number of responses (167 – 49%) were from professional agency representatives. This was followed by members of the public; 131 responses (38%); and followed by 33 response (13%) for service users.



74% of respondents were female and 94% were White English, Welsh, Scottish, Northern Irish, or British. No ethnic minority group had more than 5 respondents. Further breakdown of responses can be found in the table above.

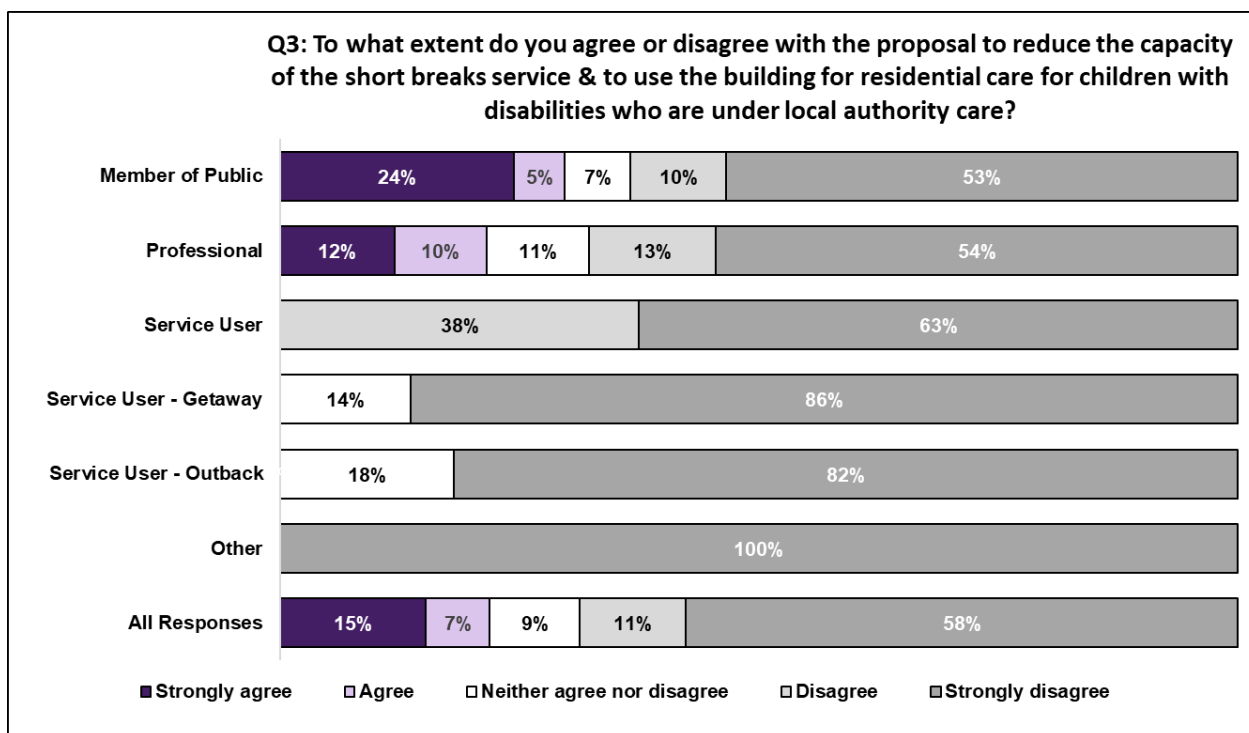
7.3 Q2: To what extent do you agree or disagree with the proposal of stopping short breaks at The Getaway?

Most respondents (74%) strongly disagreed with the proposal of stopping short breaks at the Getaway. Besides 'Other' (5 or less respondents), the proportion that strongly disagreed with the proposal ranged from a high of 95% for service users of the Getaway (21 out of 22 respondents), to a low of 65% for members of the public (85 out of 131 responses). Just 14% of all respondents had some level of agreement.



7.4 Q3: To what extent do you agree or disagree with the proposal to reduce the capacity of the short breaks service and to use the building partially for residential care for children with disabilities who are under local authority care?

Most respondents (58%) strongly disagreed with this proposal with a further 11% disagreeing. Less than a quarter of all respondents (22%) agreed or strongly agreed. Members of the public had the highest proportion in agreement (30%) followed by those in professional occupations (22%).



7.5 Q4: Instead of offering short breaks at The Getaway, following an assessment of need, we may provide short breaks at other similar homes elsewhere in Derbyshire. Please let us know what you think about this proposal.

There were 324 responses to this question. The top 15 issues/ themes by broad group are highlighted in Table 1 below.

7.6 In summary, the top theme for all respondents was scepticism whether the medium/long term intention of the changes would save money or disagreement with the proposal, featuring in a quarter of all comments. By broad group, this theme emerged in 71% of comments from members of the public compared to 23% of people in professional occupations.

7.7 Across all respondents, the second most predominant issue were concerns about the potential negative impact of changes on families and children’s well-being e.g., heightened risk of family breakdown. This theme was present in 24.1% of all responses and was the top issue for professionals; featuring in 31% of comments made.

7.8 Table 1: Top 15 issues raised in proposals to provide short breaks at other similar homes elsewhere in Derbyshire. Top 5 highlighted in blue.

Description	All Respondents		Public		Service Users/ Other		Professional	
	No	%	No	%	No	%	No	%
Importance of short breaks as a lifeline for families and children with disabilities	71	21.9%	71	61.2%	12	27.3%	34	20.7%
Concerns about the potential negative impact of changes on families and children's well-being, eg heightened risk of family breakdown	78	24.1%	78	67.2%	11	25.0%	51	31.1%
Need for short breaks to be provided locally to prevent travel burden and maintain family stability	65	20.1%	65	56.0%	7	15.9%	37	22.6%
Worries about lack of available alternatives and capacity in other similar homes	58	17.9%	58	50.0%	11	25.0%	37	22.6%
Importance of continuity and consistency in care provision for children with disabilities	26	8.0%	26	22.4%	<=5	<=11.4%	16	9.8%
Financial considerations and cost efficiency of service provision	8	2.5%	8	6.9%	0	0.0%	7	4.3%
Skepticism or disagreement with the proposed changes	82	25.3%	82	70.7%	13	29.5%	37	22.6%
Requirement for appropriate training and expertise of staff providing short break care	8	2.5%	8	6.9%	<=5	<=11.4%	<=5	<=3%
Concerns about potential disruption to children's routines and adaptation to new environments	34	10.5%	34	29.3%	6	13.6%	22	13.4%
Emphasis on safeguarding and protecting the interests of disabled children and their families	26	8.0%	26	22.4%	<=5	<=11.4%	17	10.4%
Addressing the shortage of short break services and residential placements - need more not less	29	9.0%	29	25.0%	0	0.0%	23	14.0%
Advocacy for maintaining or enhancing existing services to prevent family breakdown	38	11.7%	38	32.8%	<=5	<=11.4%	21	12.8%
Emotional attachment and trust built between families and Getaway staff	14	4.3%	14	12.1%	<=5	<=11.4%	8	4.9%
Qualified support for proposals provided properly organised and funded	28	8.6%	28	24.1%	<=5	<=11.4%	12	7.3%
Skepticism about whether in the medium/long run changes will save money	18	5.6%	18	15.5%	<=5	<=11.4%	12	7.3%
Exceptional care and support already being offered at the Getaway. Why change this.	31	9.6%	31	26.7%	<=5	<=11.4%	15	9.1%
Need to identify/ensure alternative provision and reassure families about quality of provision	22	6.8%	22	19.0%	<=5	<=11.4%	11	6.7%
Agree with proposals	15	4.6%	15	12.9%	<=5	<=11.4%	6	3.7%
Families will need help with travel	14	4.3%	14	12.1%	<=5	<=11.4%	9	5.5%
Total	324		116		44		164	

NB: As respondents can raise more than one issue in their comments, percentages will exceed 100%

7.9 Q5: Please provide any additional comments or suggestions you have regarding the proposed changes to the short breaks service at The Getaway.

There were 188 responses to this question. The top 15 issues/ themes by broad group are highlighted in Table 2 below.

7.91 Table 2: Top 15 issues raised regarding changes to the short break service. Top 5 highlighted in blue.

Issue or Theme	All Responses		Member of Public		Service Users/ Other		Professional	
	No	%	No	%	No	%	No	%
Opposition to proposals/Leave service as it is	59	31.4%	28	42.4%	15	50.0%	16	17.4%
Commitment to Service: Appreciation for the dedication of staff at the Getaway, emphasis on maintaining high-quality care and the overall importance of these services	57	30.3%	16	24.2%	11	36.7%	30	32.6%
Advocacy for Vulnerable Groups: Strong call to protect services for disabled children and their families.	47	25.0%	15	22.7%	9	30.0%	23	25.0%
Long-term Consequences: Concerns about potential long-term impacts of service reductions, including strain on families, heightened risks of crisis situations, and higher costs for local authorities.	46	24.5%	8	12.1%	7	23.3%	31	33.7%
Community Impact: Highlighting the local significance of services to families and children within the community.	44	23.4%	16	24.2%	7	23.3%	21	22.8%
Child-Centered Approach: Prioritizing the well-being of children over budget concerns.	37	19.7%	13	19.7%	<=5	<=16.7%	22	23.9%
Importance of short breaks in reducing number of family breakdowns	20	10.6%	<=5	<=7.6%	<=5	<=16.7%	14	15.2%
Alternative Solutions: Suggestions to explore alternative cost-saving measures, such as restructuring or seeking funding from other sources.	16	8.5%	<=5	<=7.6%	<=5	<=16.7%	9	9.8%
Quality of Care: Importance of maintaining high standards of care and skepticism about proposed changes affecting service quality.	15	8.0%	<=5	<=7.6%	<=5	<=16.7%	11	12.0%
Service Accessibility: Concerns about disruptions to service accessibility and availability of alternative provisions, particularly for families in crisis.	14	7.4%	<=5	<=7.6%	<=5	<=16.7%	6	6.5%
Need for more not less of these services	13	6.9%	<=5	<=7.6%	<=5	<=16.7%	9	9.8%
Make savings elsewhere, eg reduce numbers of senior managers, admin, etc	11	5.9%	6	9.1%	<=5	<=16.7%	<=5	<=5.4%
Qualified support for proposals provided properly organised and funded	8	4.3%	<=5	<=7.6%	<=5	<=16.7%	<=5	<=5.4%
Financial Considerations: Recognizing budget constraints and suggesting alternative funding sources or budget allocations.	7	3.7%	<=5	<=7.6%	<=5	<=16.7%	<=5	<=5.4%
Skepticism about whether proposals will save money	7	3.7%	0	0.0%	<=5	<=16.7%	6	6.5%
Transparency and Consultation: Frustration with perceived lack of transparency in decision-making processes/ call for greater consultation with stakeholders/ better survey design.	6	3.2%	<=5	<=7.6%	<=5	<=16.7%	<=5	<=5.4%
Skepticism about the viability of using private providers to offer quality care	6	3.2%	0	0.0%	0	0.0%	6	6.5%
Total	188		66		30		92	

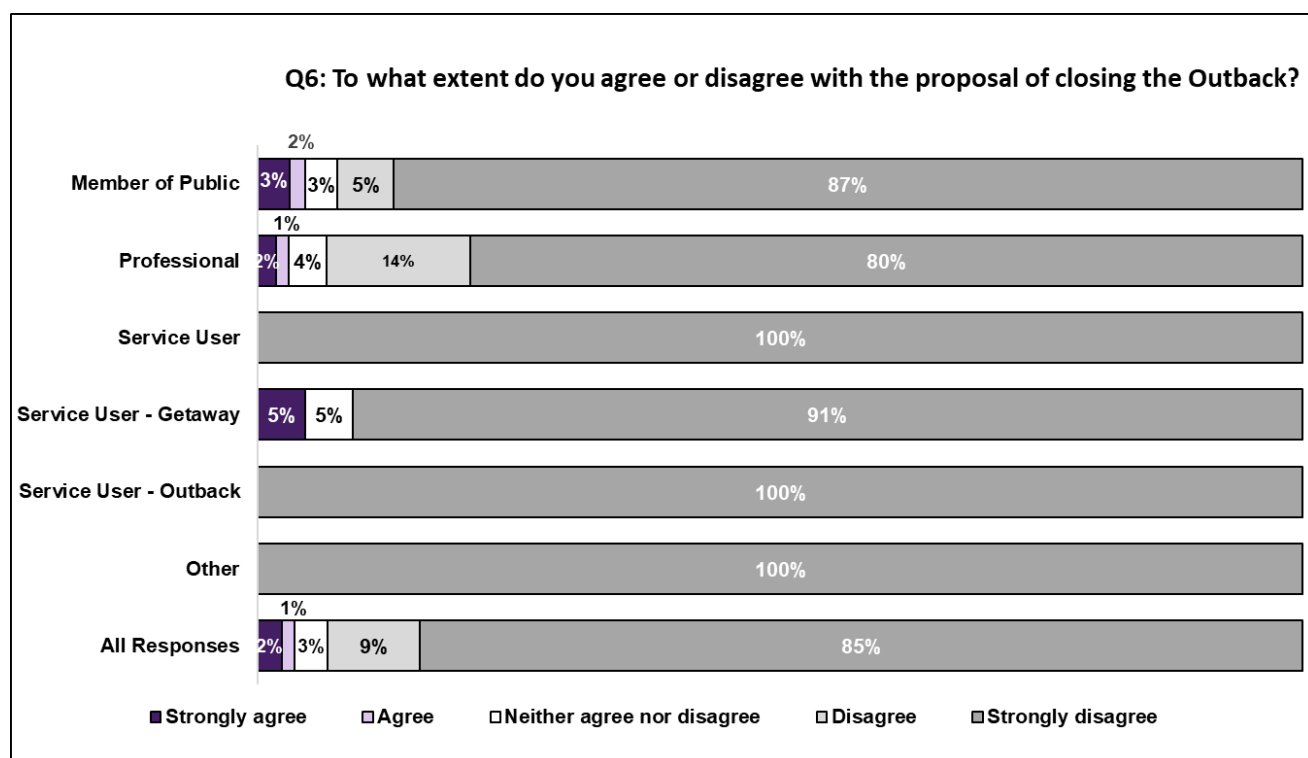
NB: As respondents can raise more than one issue in their comments, percentages will exceed 100%

7.92 Looking at all responses, the predominant theme regarding proposed changes to the short breaks service at The Getaway was opposition to the proposals and a desire to leave the service as it is (31% of responses). This was followed by comments around commitment to service; appreciation for the dedication of the staff at the Getaway, an emphasis on maintaining high-quality care and the overall importance of these services (30% of all responses).

7.93 For professionals, the predominant concern was about long-term consequences; concerns about potential long-term impacts of service reductions, including strain on families, heightened risks of crisis situations and higher costs for local authorities (34% of responses).

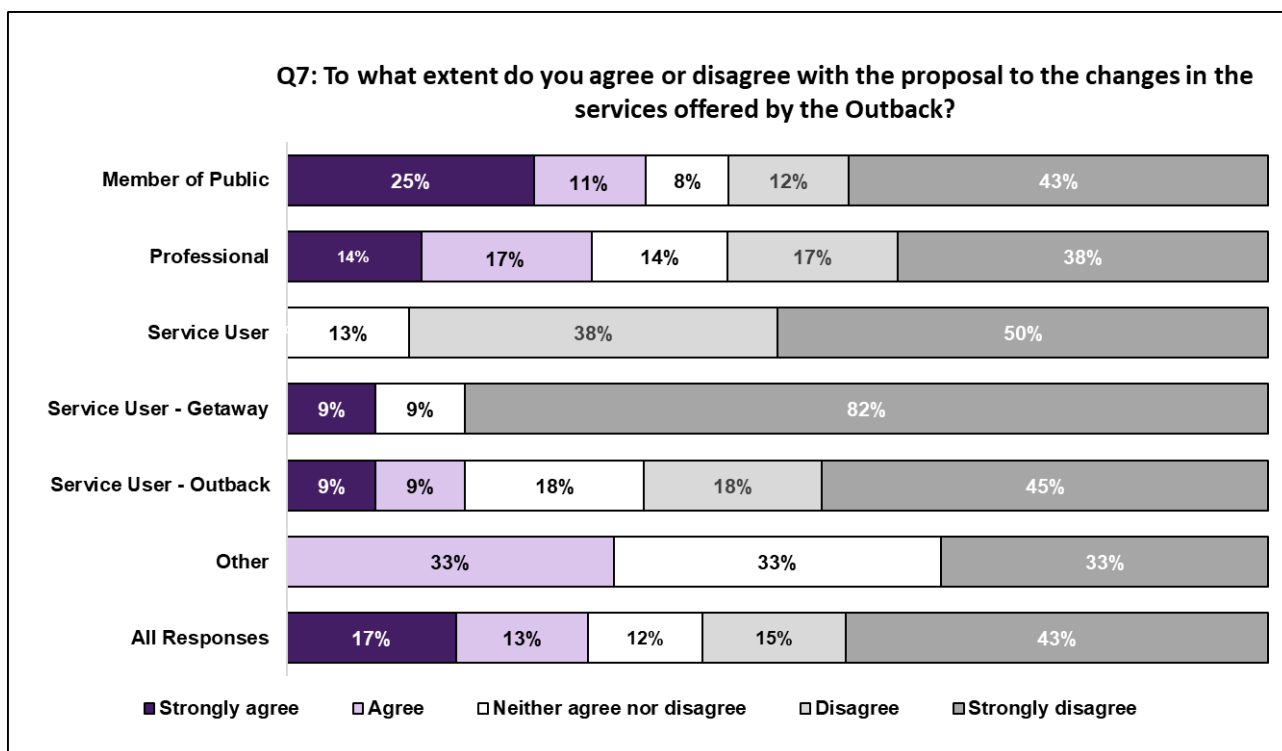
7.94 Q6: We are considering closing the Outback service. To what extent do you agree or disagree with the proposal of closing the Outback?

7.95 The vast majority of respondents (93%) either strongly disagreed (85%) or disagreed (9%) with proposals to close the Outback service. 100% of services users strongly disagreed.



7.96 Q7: To what extent do you agree or disagree with the proposal of the changes in the services offered by the Outback?

7.97 105 respondents (31%) agreed with proposals to change services offered by the Outback while a further 40 (12%) neither agreed nor disagreed. Services users of the Getaway (22 respondents) had the highest proportion of respondents who strongly disagreed with the proposal (82%).



7.98 Q8: Please provide any additional comments or suggestions you have regarding the proposed changes to the Outback service.

7.99 There were 188 responses to this question. The top 15 issues/ themes by broad group are highlighted in Table 3 below.

7.991 In summary, the predominant concern across all respondents was about the potential negative impact on families if services are reduced or discontinued (41%). Separately, this was also the predominant concern for members of the public (42%) and Service users (42%).

7.992 The second most predominant theme across all responses was the emphasis on the vital role of services in supporting families, especially those in need (37%). For professionals, this rose to 42%, the top concern for this group. Opposition to proposals/ leave service as it was also a top theme among respondents (37% of all responses).

7.992 **Table 3: Top 15 themes regarding changes to the Outback service. Top 5 highlighted in blue.**

Theme or Issue	All Responses		Member of Public		Service Users/Other		Professional	
	No	%	No	%	No	%	No	%
Emphasizes the vital role of the Outback services in supporting families, especially those in need.	70	37.2%	18	28.1%	13	41.9%	39	41.9%
Highlights the preventive nature of the services, aiming to prevent family breakdown and crises.	28	14.9%	8	12.5%	6	19.4%	14	15.1%
Concerns about the potential negative impact on families if services are reduced or discontinued.	78	41.5%	27	42.2%	13	41.9%	38	40.9%
Praises the flexible and holistic approach of the Outback services in meeting the diverse needs of families.	27	14.4%	9	14.1%	<=5	<=16.1%	14	15.1%
Expresses concerns about proposed changes, including reductions in service size and funding.	46	24.5%	17	26.6%	<=5	<=16.1%	25	26.9%
Appreciation for the effectiveness and value of the current services provided by The Outback.	39	20.7%	12	18.8%	9	29.0%	18	19.4%
Concerns about impact on other parts of social services, worker support, workload, and the potential for burnout among staff, and external services such as schools.	12	6.4%	<=5	<=7.8%	<=5	<=16.1%	8	8.6%
Considers cost-effectiveness and explores alternatives to cutting essential services suggesting alternatives may not be cost effective	24	12.8%	10	15.6%	<=5	<=16.1%	11	11.8%
Suggests outsourcing/reorganising certain aspects of support to reduce costs while maintaining service quality.	10	5.3%	<=5	<=7.8%	<=5	<=16.1%	6	6.5%
Advocates for long-term, proactive support strategies to address both practical and emotional needs of families.	5	2.7%	<=5	<=7.8%	0	0.0%	<=5	<=5.4%
Highlights the need for accessible and available services, including support during weekends and holidays.	7	3.7%	0	0.0%	0	0.0%	7	7.5%
Provides personal testimonies about the positive impact of the Outback services on families.	7	3.7%	0	0.0%	7	22.6%	0	0.0%
Opposition to proposals/Leave service as it is	69	36.7%	30	46.9%	12	38.7%	27	29.0%
Change other things first, eg senior management salaries, reduce admin, etc	13	6.9%	7	10.9%	0	0.0%	6	6.5%
More not less of this service is needed	21	11.2%	<=5	<=7.8%	7	22.6%	9	9.7%
Qualified support for changes provided funding and correct organisation is in place	14	7.4%	<=5	<=7.8%	<=5	<=16.1%	8	8.6%
Total	188		64		31		93	

NB: As respondents can raise more than one issue in their comments, percentages will exceed 100%

7.993 In conclusion, the overall results are as expected, especially given the difficult proposals being consulted on. As stated above, a significant theme for all respondents was scepticism or disagreement with the proposal to

close the Getaway and the Outback. There were also concerns about potential long-term impacts of service reductions, including strain on families, heightened risks of crisis situations and higher costs for local authorities. Further concerns were around the potential negative impact on families if services from the Outback were to be reduced or discontinued.

7.994 In consideration of the consultation result and if the proposals were agreed, every attempt will need to be made to mitigate against impacts or the concerns expressed. However, given the Council current and future financial difficulties, the department is having to prioritise its statutory responsibilities rather non-statutory areas of work.

8. Alternative Options Considered, Implications and possible mitigations

8.1 An alternative option to close The Getaway and Outback, offering no alternative, would save the Council £1.624m, comprising of £0.995m for the Getaway and £0.629m for the Outback provision.

Risk Factors:

- Spiralling and hyper inflated cost from private providers eroding the Council's funds and putting at risk our ability to balance our budget.
 - Potential redundancy risks/costs if unable to redeploy to other areas of the Council – £261k
 - The Getaway £128k
 - The Outback £133k
 - Loss of a skilled workforce and resource for children with Special Educational Needs and Disabilities at a time of increasing need in this cohort of children
 - Potential loss of resources OR ongoing overheads (building)
 - Reputational risk to the council
 - Adverse media and public interest
 - Additional children coming into care.
- 8.2 The savings do not take in to account the potential extensive costs in relation to maintaining the buildings at both The Getaway and The Outback for an interim period whilst decisions about their future use or ownership are made, this will include ongoing running costs, maintenance cost, the cost of security versus the risk of the cost of vandalism, depreciation, the cost of removal, repurposing or disposal of fixtures and fittings.
- 8.3 To replace these capital assets and to recruit and train staff lost for future unmet need would have massive implications on our budgets, over keeping the physical and human resources in place for what has the potential to be an ever-changing marketplace.
- 8.4 Appendix 3 shows that by closing The Outback, six children currently supported could potentially cost the local authority a total of £2,202,333. Five of the nine children would require direct payment to receive the intensive

support they need and £1,800,000 of the above potential cost would include placement costs for the four children who are on the edge of care and being supported to prevent from coming into care.

- 8.5 As outlined at the start of this report, it would seem to be a perverse and inappropriate measure to close an outstanding Derbyshire residential home over repurposing it's function at a time when high-cost private provision has been highlighted as one of the council's biggest pressures and availability in the private market is limited.
- 8.6 With spiralling costs of care, the most efficient use of resources is vital, and this proposal provides a highly cost-effective application of care arrangements. In progressing this change, we will stop £1.4m spend on private provision and have more Derbyshire children living within Derbyshire boarders therefore offering the added benefit of re-establishing the children within local communities closer to their family networks. This would also support £1.9 million in cost avoidance by preventing children coming into care.
- 8.7 The Competition and Markets Authority (CMA) report in 2022 highlighted the following:
- *A lack of placements of the right kind, in the right places, means that children are not consistently getting access to care and accommodation that meets their needs.*
 - *the largest private providers of placements are making materially higher profits, and charging materially higher prices, than we would expect if this market were functioning effectively; and*
 - *some of the largest private providers are carrying very high levels of debt, creating a risk that disorderly failure of highly leveraged firms could disrupt the placements of children in care.*
- 8.8 Providing more internal placements for our children responds to these concerns and would result in substantial savings both in direct revenues and potential cost avoidance.
- 8.9 In terms of mitigations, there are a range of options and actions available to the Council. These are as the following..
- There has been an initial informal review of the children and young people who currently access the Getaway and an exploration of what alternative provisions could be put in place based on individual needs and circumstances. Two young people within this cohort, have been identified as having a clear residential short break need. It would be planned for these 2 young people to be offered alternative short break provision within DCC wider residential provision (The Willow's children's home.)

- The wider Derbyshire residential provision will maintain some short break provision. The Willow's home currently offers 2 short breaks beds, alongside 2 long-term beds. However, there is scope to increase this provision by 2 beds and some of this could be used for additional long-term or short break beds. However, some additional staffing cost will likely be needed.
- The Spire residential home is another DCC residential home which offers short breaks. They currently offer 5-beds for a range of short breaks. Short break care provision will continue to be offered.
- The Council's children's commissioning team have started a tendering process to look at establishing block contracts for short break provision. This is an on-going process and the tendering process is likely to end in May 2024.
- The DCC fostering service also offers specialist short break for children with disabilities. There is currently a new D2N2 fostering recruitment hub, where the DoE have given D2N2 Councils an extra £1.2million of funding to support foster carer recruitment. It is hoped that this will increase the specialist short break fostering provision to strengthen the Council overall short break offer.
- If agreement is reached to retain the Outback provision, this service will provide a more targeted approach and support children who would normally access short breaks. This will include operating an outreach club and targeted visits to support for children who need short break provision.
- A full short break offer review will be taking place in April 2024, this will provide further opportunity for consultation and a review of service provision and further mitigation work.

9. Appendices

Appendix 1,2 and 3.

10. Recommendation(s)

That Cabinet support the proposal to repurpose the Getaway and the Outback as an alternative plan to closure to make critical financial savings.

11. Reasons for Recommendation(s)

This proposal will ensure that the Council maintains its statutory responsibilities and strengthens its financial position. It also mitigates against market risks of escalating external residential cost by allowing DCC to increase its own internal provision.

12. Is it necessary to waive the call-in period?

3.1 No

Report Author: Kevin Gardom Registered Manager and Luke Impey (Head of Service – Children in Care Provision)

Contact details: kevin.gardom@derbyshire.gov.uk and Luke.Impey@derbyshire.gov.uk

Implications

Additional but limited local economic impact in the area if Cabinet decides to close the provisions.

Implications

a) Financial

The Finance implications have been set out above. The savings target allocated to these services is achievable should this plan be implemented. Not doing so will result in an alternative plan being needed which will result in a delay to the saving required most likely in to 25/26.

b) Legal

Under Schedule two of The Children Act 1989, as amended, there is a duty to provide short breaks. Every Council shall provide services designed to “(a) to minimise the effect on disabled children within their area of their disabilities; (b) to give such children the opportunity to lead lives which are as normal as possible; and (c) to assist individuals who provide care for such children to continue to do so, or to do so more effectively, by giving them breaks from caring”. This is intended not only to avoid situations of crisis arising but to support carers to continue to care for their children.

Under Article 8 of the Human Rights Act 1998 everyone has the right to respect for his/her private and family life. This can include the right to be brought up by their biological family.

Breaks for Carers of Disabled Children Regulations 2011 set out that the Council must have regard to those carers at crisis point but also carers who could provide care more effectively if breaks from caring were offered. The regulations provide for a “sufficiency duty” such that the Council must provide “so far as is reasonably practicable, a range of services which is sufficient to assist carers to continue to provide care or to do so effectively”. This includes offering services to assist carers in the evenings, weekends and during school holidays. To comply with this duty, it is necessary to understand how many disabled children live in the area, what their level of need for short breaks is likely to be and what services are available. It must be determined whether those services are sufficient to meet the identified need.

Under S30 of the Children and Families Act 2014 the Council is required to publish information for children with Special Educational Needs and/or a disability which includes provision of education, health, and care provision. The Council’s Short Break Statement is published under its Local Offer, in accordance with the SEND Code of Practice.

The local offer must set out details of the range of services on offer, the eligibility criteria by which needs are assessed and how the range of services will meet the needs of the carers in the area. The Council is entitled to take into

account resources when deciding whether to meet a child's needs through short breaks. However, once it has been decided that it is necessary to meet a child's needs in that way, the service must be provided regardless of cost.

The Council is under a duty to review the Local Offer (para 4.18 of the SEND Code of Practice). As part of the review process, there is a statutory duty to consult.

A review of the local offer would need to consider the full range of services, not limited to short breaks and as such would require a full-length consultation. The length of the consultation is not prescribed in statute however Case law has set out that: -

- a) Consultation must be at a time when proposals are at a formative stage.
- b) Sufficient information is available to enable a person to "give an intelligent consideration and response".
- c) there must be "adequate time to respond" and;
- d) The results of the consultation must be taken into consideration when finalising any proposal and provided to the decision maker to inform their decision.

Guidance suggests ideally an 8-week consultation process and case law is available determining 10 weeks to be fair. The shorter the consultation the greater the risk of challenge by way of judicial review.

A targeted consultation has taken place, limited to the proposed savings around short breaks and repurposing of The outback. The benefit of this approach may allow savings to be realised in a timelier manner. However, such an approach is not without risk, challenge by way of judicial review could be mounted based on the need for a full review of the local offer. This risk may be mitigated by the Council's intention to review the Local Offer fully in due course. The Council is committed to this approach, and this would constitute a promise to consult in addition to the statutory obligation set out above.

Clear decision-making rationale for a targeted consultation should be recorded.

The risks associated with a shorter consultation may be counterbalanced by the quality and intensity of the consultation process. Legislation prescribes who should be consulted when reviewing the local offer. In accordance with

the targeted approach, consultation has taken place with those considered to be affected by the proposal. The benefit is that this has reduced the size of the consultation exercise. The risk is that the Council's interpretation may upon challenge, be deemed too narrow. Any challenge would take the form of a judicial review and if successful, may result in the decision-making process having to be revisited which would delay the realisation of the identified savings.

Working together to Safeguard Children 2023 sets out that Early help is support for children of all ages that improves a family's resilience and outcomes or reduces the chance of a problem getting worse". It adds that "it is not an individual service, but a system of support" to be delivered by the Council and its partner agencies. A range of services ought to be available including universal services which can be accessed irrespective of need and also includes more targeted services offered following an assessment of need.

Under S17 of The Children Act 1989 a child is defined as being a "Child in Need" if they have a disability and would be entitled to be assessed for support. The Council must also consider whether support is required under S2 of the Chronically Sick and Disabled Persons Act 1970. If such support is identified and necessary to meet a child's need, the Council must arrange to provide that support. This includes obtaining help in the home, outings, transport to and from home to take part in any services for disabled children in the community.

From time to time, the Council will initiate Court proceedings under S31 of The Children Act 1989 to safeguard children. Other applications under the Adoption and Children Act 2002 may also be initiated. The Council is required to comply with any Court directed parenting assessment whether that be sourced in house or externally. For those children subject to Care Orders, the Council is duty bound to promote family time if it is deemed to be in the best interests of a child. Whilst there is a degree of discretion in how those duties are met it is likely to be more beneficial to continue to provide those services in house. This is based on the demand for assessments and the ability to retain overall control.

The Council must have regard to the Public Sector Equality Duty under the Equality Act 2010. Both age and disability are protected characteristics. Under S149 (1) of the Equality Act 2010 there is a positive obligation upon the Council to have "due regard to" the need to advance equal opportunities to people who have a protected characteristic.

Under S149(3) this means having due regard to the need to:

- i) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.

ii) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and

iii) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

An Equality Impact Analysis is available which carefully sets out the impact of the proposed budget savings upon those with protected characteristics together with action that could be taken to mitigate the likely impact. The analysis must be given careful consideration by Cabinet members.

c) Human Resources

If the proposal is agreed, there will be minimal workforce impacts. Any workforce related matters will be dealt with outside of Cabinet and will incorporate further legal advice.

d) Equalities Impact

It must be noted that the cohort of children identified will have protected characteristic as such consideration will also need to be given to the equality duties.

Under the Equality Act 2010, age and disability are protected characteristics. The Council is required to, amongst other things, eliminate discrimination, advance equality of opportunity between those who have protected characteristics and those who do not and foster good relations between those groups. Whilst it may not be possible to achieve these outcomes, there is a duty to have due regard to the need to achieve these goals (S149 (1) of the Equality Act 2010).

In the circumstances, an Equality Impact Assessment is strongly advised to understand the potential impact of decisions upon the end users.

This is currently being completed and will be included in the full cabinet report papers.

e) Corporate objectives and priorities for change

This aligns with the Council's financial stability priorities and enhances the safeguarding of vulnerable children. The overall financial and reputation risk management is also potentially strengthened.

Appendix 2

SAVINGS – Current Expenditure base on 3 children.	
EW – 958306 – Blue Mountain Currents Cost	£451,000
AB – 998257 – Horizons - Current Cost £3k PW increase	£475,298
TG – 732645 – Fostering – Notice Served Retirement Est cost	£450,000
TOTAL BED EXPENDITURE SAVING	£1,376,298

Additional COST SAVINGS TRANSPORT	
EW – Send Transport Costs	£10,686
AB – Send Transport Costs	£34,515
TG – Send Transport Costs £200 PD x 180 Days	£72,000
TOTAL TRANSPORT SAVING	£117,201

Additional COST SAVINGS SLEEP-INS	
Avoiding Sleep-Ins	£12,000
TOTAL SLEEP-INS SAVING	£12,000

Additional COST SAVINGS The Outback	
Disestablish two Health posts (Current Expenditure)	£83,532.00
Estimated Milage Expenses for above (Current Expenditure)	£3,000.00
Disestablish Vacant FSA Post from Staffing Structure (Current Expenditure)	£12,000.00
Change of provision from PA support to group setting activities to 12 existing Direct Payment Provisions - 4 hours per week at an average cost of £22 per hour, equalling cost of £4,576 per person per annum	£54,912.00
TOTAL Outback SAVING	£153,444

Total £1,658,943

Appendix 3

Children and families currently supported by The Outback with potential costs of alternative services.

Young Person Initials	Impact of Service Closure	Potential Costs
MH	Breakdown of current contract care placement and breakdown of family resulting in MH coming into the full-time care of the local authority	£365,725 + for a placement to meet MH's complex needs
NA/RA	Family is at risk of breakdown without the current level of support that has been assessed as required	£900,000 (for placements to meet NA and RA's complex needs)
ME	Current assessed need is 2:1 support due to ME's complex needs.	£9,152 (for current level e.g., via PA support)
RC	Current assessed need is 2:1 support due to RC's complex needs.	£9,152 (for current level e.g., via PA support) This has the potential to increase in cost due to the family circumstances
DW	In PLO with potential for DW to be removed from his father's care resulting in DW being in the full-time care of the local authority	£450,000 based on a full-time residential placement.
LS	Reunification to Mums care is currently being supported. Current foster carers are retiring. Potential breakdown of the reunification process, resulting in LS being in the full-time care of the local authority.	£450,000 based on a full-time residential placement.
IH	Recently returned to Mums care following support from The Outback. Further support is underway to ensure this	£450,000 based on a full-time residential placement.

	<p>reunification is sustained. Without the correct support, there a likelihood of family breaking down again resulting in IH coming back into the full-time care of the local authority</p>	
GC	<p>Recently returned to Mums care from a foster placement. Further support is underway to ensure this reunification is sustained and a safe environment for GC. Without the correct support, there a likelihood of family breaking down again resulting in GC coming back into the full-time care of the local authority</p>	<p>£450,000 based on a full-time residential placement.</p>

Introduction and context

Policy/ Service under development/ review	Repurposing of The Outback & The Getaway services for children with disabilities due to funding reductions within Children’s Services.				
Department/ Corporate	Children’s Services / Early Help & Safeguarding				
Lead officer	Luke Impey				
EIA Team:	Deborah Hill, Kevin Gardom				
Date analysis commenced:	7 th February 2024	Date completed:	28 th of March	Date approved:	2 nd of April 2024

Part 1. About the service/ policy or function and the reason for the EIA

Page 7	What is the purpose of the service, policy or function?
	<p>The Outback service currently provides packages of support to children and young people with disabilities and their families that meets identified need in line with CIN, Child Protection and PLO plans/processes, types of support include the following:</p> <ul style="list-style-type: none"> ➤ Focused Work – This support reflects the principles of the stronger families model and is planned, holistic support for the family (including siblings where required). This may include but is not limited to: <ul style="list-style-type: none"> • Boundaries, structure & routines • Stimulation & Play Therapy (Positive Play) • Attachment • Communication • Sleep routines • Positive Behaviour Support • Family dynamics/relationships • Transition

- Budgeting
- Support for parents/carers (signposting to mental health services)
- Supporting medical appointments
- Integration into the local community
- Fostering relationships (building a support network outside of services to build resilience and the need for long term intervention from social care and other services)

Other types of support currently provided by The Outback – The type of support is determined by the assessment of need.

- **Individual Support** (Direct work with children and young people)
- **Inclusion** (Connecting children, young people and families to more sustainable and community-based support)
- **Domiciliary Support** (in family homes, for example provision of personal care – regulated by CQC)
- **Nurture** (support to improve family relationships and address conflict)
- **Providing support to parents with learning disabilities** (with regard to their parenting, provision of practical hands-on support and guidance).
- **Providing support services outside normal working hours, including weekend support to vulnerable children and families.**
- **Parent support group** (Support for parents regarding diagnosis, including signposting and practical suggestions)
- **Sibling Group** (Groups for siblings of children with disabilities to ensure their wellbeing and wishes and feelings are addressed)
- **Parenting Assessments**
- **Supporting families in cases of neglect and child protection**
- **Supervised Family Time**
- Use of the Graded Care Profile (to support cases of neglect or compromised parenting)
- **Emergency/Crisis support** – As and when required at short notice (support of both residential settings and crisis response with the social work team)

The level and intensity of support offered by The Outback is planned around the needs of each individual young person and their family, with the specific purpose of giving those families the skills and resilience to thrive and safely remain together in their own homes. Support is also designed to aid the development of young people for example in relation to promoting independence, teaching coping strategies or improving communication skills. This support has also for many years played a vital role in the of safeguarding children and young people through closely supporting the Safeguarding and Specialist Children with Disabilities Social Work Team.

The Getaway is an OUTSTANDING Ofsted rated provision, which has been providing specialist care to some of Derbyshire’s most vulnerable children with disabilities for almost 15 years. The Service is provided under The Short Breaks Regulations which detail how as a local authority we perform our duty in the Children Act 1989 (“the 1989 Act”) which is to provide, as part of the range of services for families, breaks from

Page 108

caring for their disabled children and to support them to continue to care for their children at home and to allow them to do so more effectively. The service aims to provide a much-needed break to families in order to help prevent family break down and the risk of children coming in to long term care.

Access to overnight short breaks at The Getaway is assessed on a case-by-case basis. The Getaway is able to accommodate up to four children each night, over 6 nights per week. Alongside short breaks, the home provides wrap around support to prevent children and young people from needing full time residential care.

Predominantly short breaks are provided to young people aged 10 to 17 with a Learning Disability or Physical Disability and associated sensory impairment – that said The Getaway can accept children as young as 5 in extreme circumstances.

Are there any proposals to change these?

Due to budget constraints, the Council is having to make substantial savings and these services have been identified as areas where savings could be made.

In order to support the council setting a balanced budget it has been proposed that we need to save around £1.9m from the in-house residential/short break budget.

A reduction in funding of this level will necessitate the repurposing of The Outback and The Getaway, which would mean altering the use of both facilities/services to focus on prevention of family breakdown and children that are already in or at the edge of being in the full-time care of the local authority.

This means that there are a number of services that will be reduced or that cannot continue to be provided to children and families including:-

- Overnight short breaks
- Parenting Assessments
- Supervised Family Time
- Sibling Groups
- Parent Support Groups
- Individual support (for children not on the edge of care)

The repurposing of The Outback and Getaway services within the Children with disabilities service, carries with it some significant risks which can be summarised below:-

- Cessation of the current early help and short break services support to children, young people and families could result in a detrimental knock-on effect to the most vulnerable children and young people. Those young people needing help would need to access support from other agencies – and there is uncertainty over whether there is capacity amongst partner agencies to provide this.
- The proposals potentially serve as a false economy as there will be increased demand for frontline Social Care support as children's and families' needs become more acute.
- There is potential for delayed parenting assessments
- There is potential for reduced support for Family Time

- There are likely to be significant and increased pressures on partner agencies to provide a greater level of early help and early intervention in the absence of support from The Outback and Getaway services.

The proposed service repurposing does not impact on the statutory duties the council is legally required to provide:

- Parenting assessments – these are directed by the Family Law courts and form part of care proceedings under Section 31 of the Children Act 1989
- Family Time – as above
- Short breaks

The Local Authority has a duty to provide short breaks for disabled children. A short break:

- Means a day, evening, overnight and weekend activities for the child or young person (or an equivalent resource allocated via a direct payment or personal budget);
- Can be provided in the child's own home, the home of an approved carer, **or** in a residential or community setting;
- Has two aims:
 - To enable the child to participate in fun, interesting and safe activities; and
 - Provide a break from caring for the parents.

Following an assessment, short breaks can be arranged in a number of settings which are subject to different registration and inspection requirements intended to ensure that children using short breaks are safe and well looked after.

Working Together to Safeguard Children 2023 defines early help as follows:-

“Early help is support for children of all ages that improves a family’s resilience and outcomes or reduces the chance of a problem getting worse. It is not an individual service, but a system of support delivered by local authorities and their partners working together and taking collective responsibility to provide the right provision in their area.

Some early help is provided through “universal services”, such as education and health services. They are universal services because they are available to all families, regardless of their needs. Other early help services are coordinated by a local authority and/or their partners to address specific concerns within a family and can be described as targeted early help.

Examples of these include parenting support, mental health support, youth services, youth offending teams and housing and employment services. Early help may be appropriate for children and families who have several needs, or whose circumstances might

make them more vulnerable. It is a voluntary approach, requiring the family's consent to receive support and services offered. These may be provided before and/or after statutory intervention."

Under section 17 of the Children Act 1989, Derbyshire County Council has a statutory duty to ensure that children with disabilities are safeguarded and their needs met.

- 1) It shall be the general duty of every local authority (in addition to the other duties imposed on them by this Part)—
 - i. to safeguard and promote the welfare of children within their area who are in need; and
 - ii. so far as is consistent with that duty, to promote the upbringing of such children by their families, by providing a range and level of services appropriate to those children's needs.
- 2) For the purpose principally of facilitating the discharge of their general duty under this section, every local authority shall have the specific duties and powers set out in Part 1 of Schedule 2.
- 3) Any service provided by an authority in the exercise of functions conferred on them by this section may be provided for the family of a particular child in need or for any member of his family, if it is provided with a view to safeguarding or promoting the child's welfare.

Part 2. Supporting evidence about impact

What is presently known about how the current service or policy impacts upon people with a protected characteristic, people from disadvantaged communities, armed forces personnel and other groups outlined in the Council's guidance for EIAs?

The below tables present data from 2023 on Outback interventions and Getaway support provided to Derbyshire families, broken down into ethnicity, gender and age. **All families supported by The Outback and The Getaway have at least one child with a disability.**

AGE						
	0-5yrs	6-17yrs	18+	0-5 %	6-17 %	18+ %
OUTBACK	9	40	6	16.36%	72.72%	10.90%
GETAWAY	0	20	0	0%	100%	0%
Total	9	60	6			

GENDER					
	TOTAL	MALE	FEMALE	MALE %	FEMALE %
OUTBACK	55	32	23	58.18%	41.81%
GETAWAY	20	15	5	75%	25%
Total	75	47	28		

STATUS									
	TOTAL	CIN	CP	PLO	SECT 20	CIN %	CP %	PLO %	SECT 20 %
OUTBACK	55	15	21	18	1	27.27%	38.18%	32.72%	1.81%
GETAWAY	20	19	1	0	0	95%	5%	0	0
Total	75								

	Asian or Asian British	Black or African or Caribbean or Black British	Mixed or Multiple	Other Ethnic Group	White	Not Stated	Asian or Asian British	Black or African or Caribbean or Black British	Mixed or Multiple	Other Ethnic Group	White	Not Stated
OUTBACK	0	0	0	0	55	0	0%	0%	0%	0%	100%	0%
GETAWAY	1	0	0	0	19	0	5%	0%	0%	0%	95%	0%
Total	1	0	0	0	74	0	1.3%	0%	0%	0%	98.7%	0%

Please detail the sources for the above information

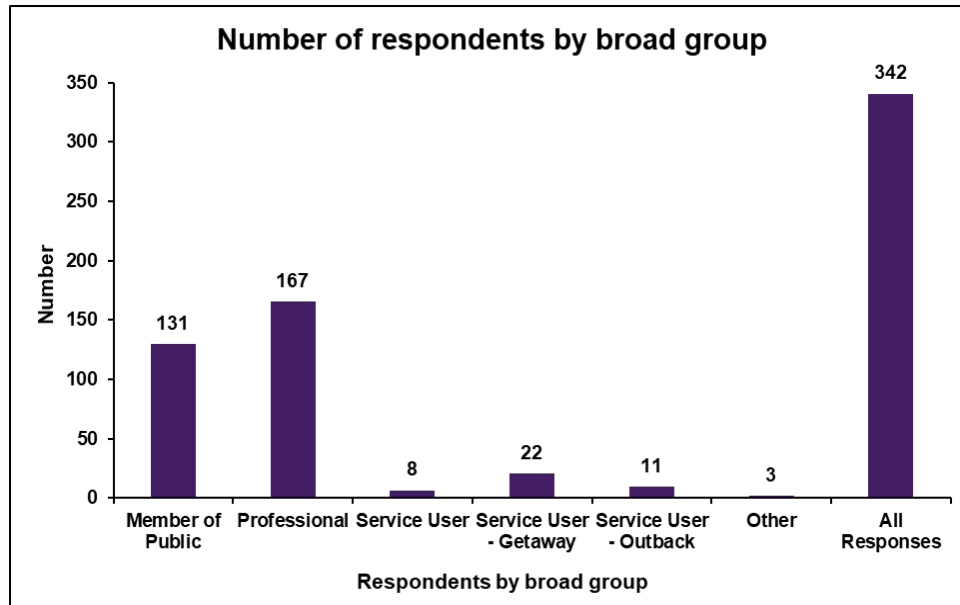
The information has been sourced from the Mosaic case recording system and service documents on interventions/support provided to children, young people and families across Derbyshire during 2023.

Is consultation planned/ has consultation take place? If Yes, what is this telling us about the likely impact on the protected characteristic and other communities/ groups etc.?

A 2-week public consultation was launched on 11th March 2024 (ending on 25 March 2024). Partner organisations were also encouraged to contribute to the consultation.

Outback early help service and the Getaway short break service consultation

As at the 24th March 2024, there were 342 responses to this consultation. Looking at respondents by broad group, the largest number of responses (167 – 49%) were from professional occupations. This was followed by members of the public; 131 responses (38%).

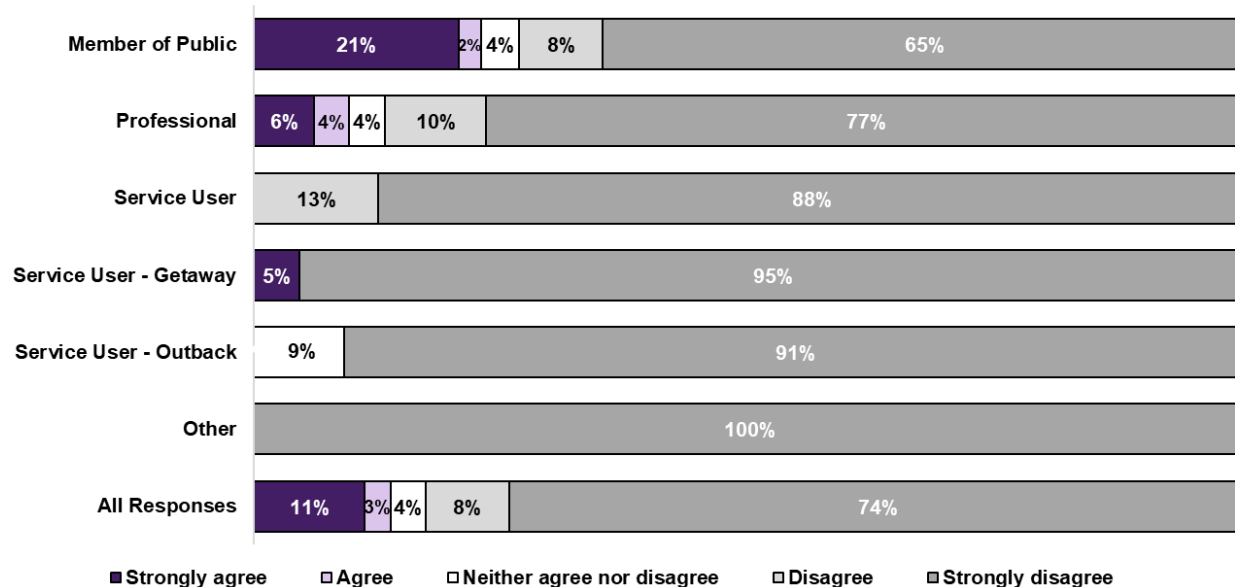


74% of respondents were female and 94% were White English, Welsh, Scottish, Northern Irish or British. No ethnic minority group had more than 5 respondents.

Q2: To what extent do you agree or disagree with the proposal of stopping short breaks at The Getaway?

The majority of respondents (74%) strongly disagreed with the proposal of stopping short breaks at the Getaway. Besides 'Other' (5 or less respondents), the proportion that strongly disagreed with the proposal ranged from a high of 95% for service users of the Getaway (21 out of 22 respondents), to a low of 65% for members of the public (85 out of 131 responses). Just 14% of all respondents had some level of agreement.

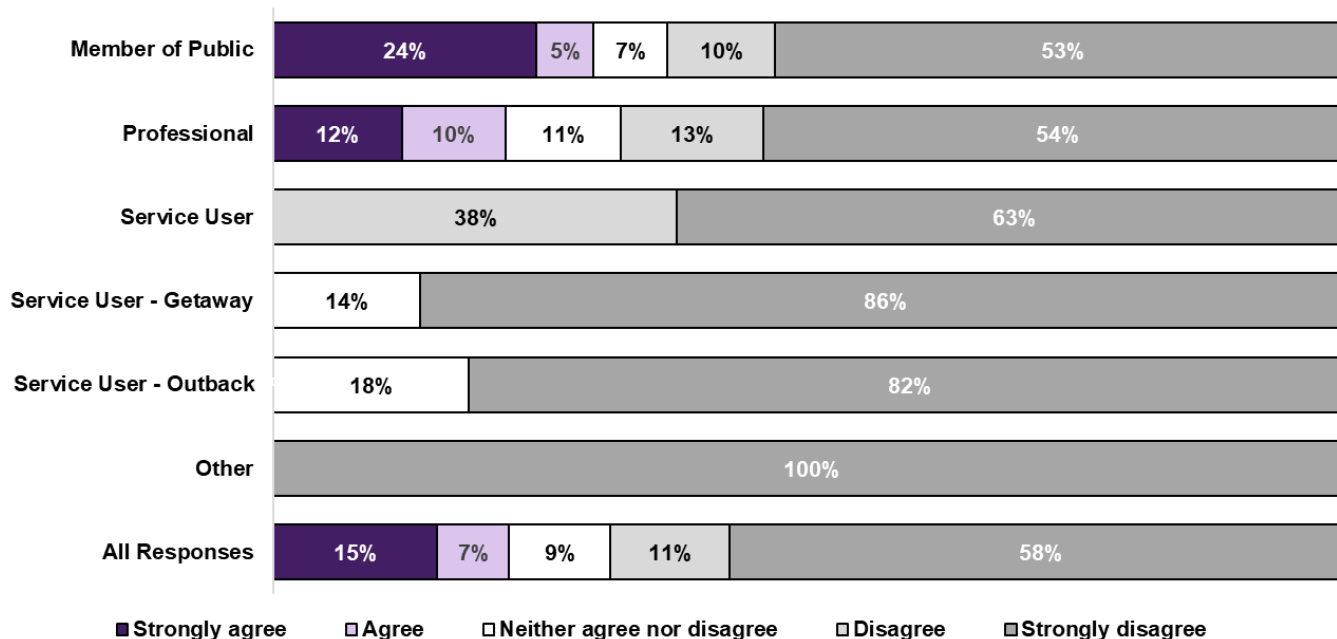
Q2: To what extent do you agree or disagree with the proposal of stopping short breaks at The Getaway?



Q3: To what extent do you agree or disagree with the proposal to reduce the capacity of the short breaks service and to use the building partially for residential care for children with disabilities who are under local authority care?

The majority of respondents (58%) strongly disagreed with this proposal with a further 11% disagreeing. Less than a quarter of all respondents (22%) agreed or strongly agreed. Members of the public had the highest proportion in agreement (30%) followed by those in professional occupations (22%).

Q3: To what extent do you agree or disagree with the proposal to reduce the capacity of the short breaks service & to use the building for residential care for children with disabilities who are under local authority care?



Q4: Instead of offering short breaks at The Getaway, following an assessment of need, we may provide short breaks at other similar homes elsewhere in Derbyshire. Please let us know what you think about this proposal.

There were 324 responses to this question. The top 15 issues/ themes by broad group are highlighted in **Table 1** below. It is recommended that you read some of the free text responses in **Appendix 1** to get a more direct sense of how people feel.

In summary, the top theme for all respondents was scepticism or disagreement with the proposal, featuring in a quarter of all comments. By broad group, this theme emerged in 71% of comments from members of the public compared to 23% of people in professional occupations.

Across all respondents, the second most predominant issue were concerns about the potential negative impact of changes on families and children's well-being e.g., heightened risk of family breakdown. This theme was present in 24.1% of all responses and was the top issue for professionals; featuring in 31% of comments made.

Table 1: Top 15 issues raised in proposals to provide short breaks at other similar homes elsewhere in Derbyshire. Top 5 highlighted in blue.

Description	All Respondents		Public		Service Users/ Other		Professional	
	No	%	No	%	No	%	No	%
Importance of short breaks as a lifeline for families and children with disabilities	71	21.9%	71	61.2%	12	27.3%	34	20.7%
Concerns about the potential negative impact of changes on families and children's well-being, eg heightened risk of family breakdown	78	24.1%	78	67.2%	11	25.0%	51	31.1%
Need for short breaks to be provided locally to prevent travel burden and maintain family stability	65	20.1%	65	56.0%	7	15.9%	37	22.6%
Worries about lack of available alternatives and capacity in other similar homes	58	17.9%	58	50.0%	11	25.0%	37	22.6%
Importance of continuity and consistency in care provision for children with disabilities	26	8.0%	26	22.4%	<=5	<=11.4%	16	9.8%
Financial considerations and cost efficiency of service provision	8	2.5%	8	6.9%	0	0.0%	7	4.3%
Skepticism or disagreement with the proposed changes	82	25.3%	82	70.7%	13	29.5%	37	22.6%
Requirement for appropriate training and expertise of staff providing short break care	8	2.5%	8	6.9%	<=5	<=11.4%	<=5	<=3%
Concerns about potential disruption to children's routines and adaptation to new environments	34	10.5%	34	29.3%	6	13.6%	22	13.4%
Emphasis on safeguarding and protecting the interests of disabled children and their families	26	8.0%	26	22.4%	<=5	<=11.4%	17	10.4%
Addressing the shortage of short break services and residential placements - need more not less	29	9.0%	29	25.0%	0	0.0%	23	14.0%
Advocacy for maintaining or enhancing existing services to prevent family breakdown	38	11.7%	38	32.8%	<=5	<=11.4%	21	12.8%
Emotional attachment and trust built between families and Getaway staff	14	4.3%	14	12.1%	<=5	<=11.4%	8	4.9%
Qualified support for proposals provided properly organised and funded	28	8.6%	28	24.1%	<=5	<=11.4%	12	7.3%
Skepticism about whether in the medium/long run changes will save money	18	5.6%	18	15.5%	<=5	<=11.4%	12	7.3%
Exceptional care and support already being offered at the Getaway. Why change this.	31	9.6%	31	26.7%	<=5	<=11.4%	15	9.1%
Need to identify/ensure alternative provision and reassure families about quality of provision	22	6.8%	22	19.0%	<=5	<=11.4%	11	6.7%
Agree with proposals	15	4.6%	15	12.9%	<=5	<=11.4%	6	3.7%
Families will need help with travel	14	4.3%	14	12.1%	<=5	<=11.4%	9	5.5%
Total	324		116		44		164	

NB: As respondents can raise more than one issue in their comments, percentages will exceed 100%

Q5: Please provide any additional comments or suggestions you have regarding the proposed changes to the short breaks service at The Getaway.

There were 188 responses to this question. The top 15 issues/ themes by broad group are highlighted in **Table 2** below. It is recommended that you read some of the free text responses in **Appendix 2** to get a more direct sense of how people feel.

Table 2: Top 15 issues raised regarding changes to the short break service. Top 5 highlighted in blue.

Issue or Theme	All Responses		Member of Public		Service Users/ Other		Professional	
	No	%	No	%	No	%	No	%
Opposition to proposals/Leave service as it is	59	31.4%	28	42.4%	15	50.0%	16	17.4%
Commitment to Service: Appreciation for the dedication of staff at the Getaway, emphasis on maintaining high-quality care and the overall importance of these services	57	30.3%	16	24.2%	11	36.7%	30	32.6%
Advocacy for Vulnerable Groups: Strong call to protect services for disabled children and their families.	47	25.0%	15	22.7%	9	30.0%	23	25.0%
Long-term Consequences: Concerns about potential long-term impacts of service reductions, including strain on families, heightened risks of crisis situations, and higher costs for local authorities.	46	24.5%	8	12.1%	7	23.3%	31	33.7%
Community Impact: Highlighting the local significance of services to families and children within the community.	44	23.4%	16	24.2%	7	23.3%	21	22.8%
Child-Centered Approach: Prioritizing the well-being of children over budget concerns.	37	19.7%	13	19.7%	<=5	<=16.7%	22	23.9%
Importance of short breaks in reducing number of family breakdowns	20	10.6%	<=5	<=7.6%	<=5	<=16.7%	14	15.2%
Alternative Solutions: Suggestions to explore alternative cost-saving measures, such as restructuring or seeking funding from other sources.	16	8.5%	<=5	<=7.6%	<=5	<=16.7%	9	9.8%
Quality of Care: Importance of maintaining high standards of care and skepticism about proposed changes affecting service quality.	15	8.0%	<=5	<=7.6%	<=5	<=16.7%	11	12.0%
Service Accessibility: Concerns about disruptions to service accessibility and availability of alternative provisions, particularly for families in crisis.	14	7.4%	<=5	<=7.6%	<=5	<=16.7%	6	6.5%
Need for more not less of these services	13	6.9%	<=5	<=7.6%	<=5	<=16.7%	9	9.8%
Make savings elsewhere, eg reduce numbers of senior managers, admin, etc	11	5.9%	6	9.1%	<=5	<=16.7%	<=5	<=5.4%
Qualified support for proposals provided properly organised and funded	8	4.3%	<=5	<=7.6%	<=5	<=16.7%	<=5	<=5.4%
Financial Considerations: Recognizing budget constraints and suggesting alternative funding sources or budget allocations.	7	3.7%	<=5	<=7.6%	<=5	<=16.7%	<=5	<=5.4%
Skepticism about whether proposals will save money	7	3.7%	0	0.0%	<=5	<=16.7%	6	6.5%
Transparency and Consultation: Frustration with perceived lack of transparency in decision-making processes/ call for greater consultation with stakeholders/ better survey design.	6	3.2%	<=5	<=7.6%	<=5	<=16.7%	<=5	<=5.4%
Skepticism about the viability of using private providers to offer quality care	6	3.2%	0	0.0%	0	0.0%	6	6.5%
Total	188		66		30		92	

NB: As respondents can raise more than one issue in their comments, percentages will exceed 100%

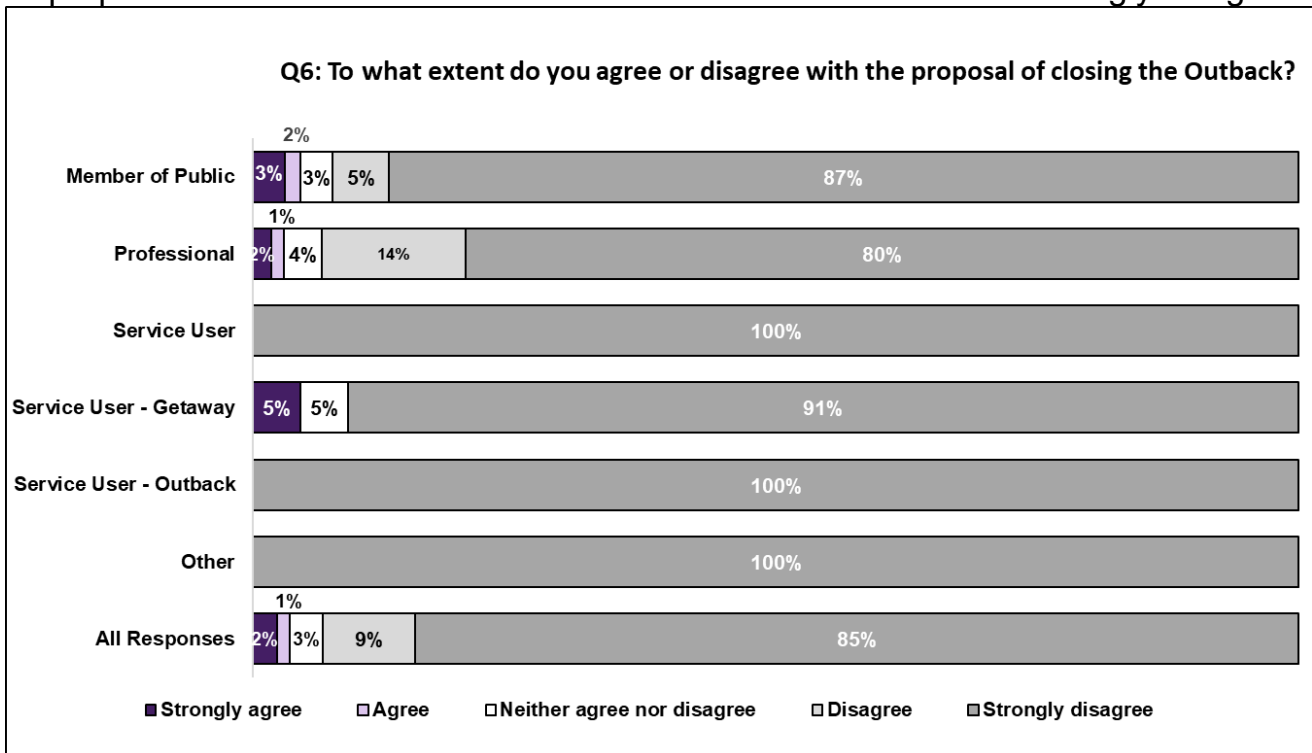
Looking at all responses, the predominant theme regarding proposed changes to the short breaks service at The Getaway was opposition to the proposals and a desire to leave the service as it is (31% of responses). This was followed by comments around commitment to service; appreciation for the dedication of the staff at the Getaway, an emphasis on maintaining high-quality care and the overall importance of these services (30% of all responses).

For professionals, the predominant concern was about long-term consequences; concerns about potential long-term impacts of service reductions, including strain on families, heightened risks of crisis situations and higher costs for local authorities (34% of responses).

Q6: We are considering closing the Outback service.

To what extent do you agree or disagree with the proposal of closing the Outback?

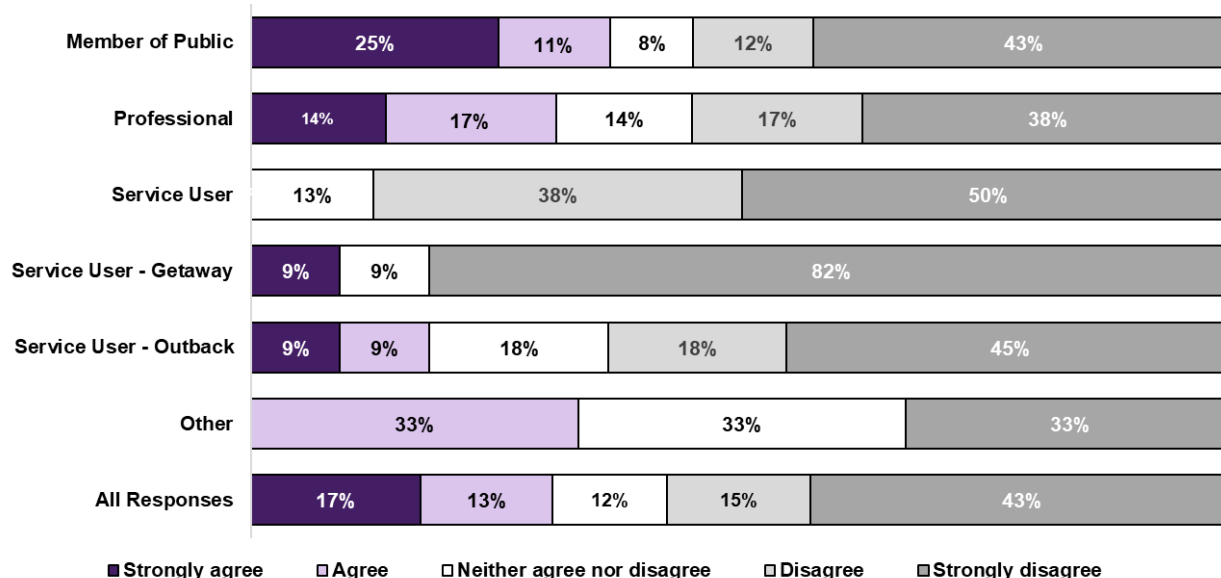
The vast majority of respondents (93%) either strongly disagreed (85%) or disagreed (9%) with proposals to close the Outback service. 100% of services users strongly disagreed.



Q7: To what extent do you agree or disagree with the proposal of the changes in the services offered by the Outback?

105 respondents (31%) agreed with proposals to change services offered by the Outback while a further 40 (12%) neither agreed nor disagreed. Services users of the Getaway (22 respondents) had the highest proportion of respondents who strongly disagreed with the proposal (82%).

Q7: To what extent do you agree or disagree with the proposal to the changes in the services offered by the Outback?



Q8: Please provide any additional comments or suggestions you have regarding the proposed changes to the Outback service.

There were 188 responses to this question. The top 15 issues/ themes by broad group are highlighted in **Table 3** below. It is recommended that you read some of the free text responses in **Appendix 3** to get a more direct sense of how people feel.

In summary, the predominant concern across all respondents was about the potential negative impact on families if services are reduced or discontinued (41%). Separately, this was also the predominant concern for members of the public (42%) and Service users (42%).

The second most predominant theme across all responses was the emphasis on the vital role of services in supporting families, especially those in need (37%). For professionals, this rose to 42%; the top concern for this group. Opposition to proposals/ leave service as it is was also a top theme among respondents (37% of all responses).

Table 3: Top 15 themes regarding changes to the Outback service. Top 5 highlighted in blue.

Theme or Issue	All Responses		Member of Public		Service Users/Other		Professional	
	No	%	No	%	No	%	No	%
Emphasizes the vital role of the Outback services in supporting families, especially those in need.	70	37.2%	18	28.1%	13	41.9%	39	41.9%
Highlights the preventive nature of the services, aiming to prevent family breakdown and crises.	28	14.9%	8	12.5%	6	19.4%	14	15.1%
Concerns about the potential negative impact on families if services are reduced or discontinued.	78	41.5%	27	42.2%	13	41.9%	38	40.9%
Praises the flexible and holistic approach of the Outback services in meeting the diverse needs of families.	27	14.4%	9	14.1%	<=5	<=16.1%	14	15.1%
Expresses concerns about proposed changes, including reductions in service size and funding.	46	24.5%	17	26.6%	<=5	<=16.1%	25	26.9%
Appreciation for the effectiveness and value of the current services provided by The Outback.	39	20.7%	12	18.8%	9	29.0%	18	19.4%
Concerns about impact on other parts of social services, worker support, workload, and the potential for burnout among staff, and external services such as schools.	12	6.4%	<=5	<=7.8%	<=5	<=16.1%	8	8.6%
Considers cost-effectiveness and explores alternatives to cutting essential services suggesting alternatives may not be cost effective	24	12.8%	10	15.6%	<=5	<=16.1%	11	11.8%
Suggests outsourcing/reorganising certain aspects of support to reduce costs while maintaining service quality.	10	5.3%	<=5	<=7.8%	<=5	<=16.1%	6	6.5%
Advocates for long-term, proactive support strategies to address both practical and emotional needs of families.	5	2.7%	<=5	<=7.8%	0	0.0%	<=5	<=5.4%
Highlights the need for accessible and available services, including support during weekends and holidays.	7	3.7%	0	0.0%	0	0.0%	7	7.5%
Provides personal testimonies about the positive impact of the Outback services on families.	7	3.7%	0	0.0%	7	22.6%	0	0.0%
Opposition to proposals/Leave service as it is	69	36.7%	30	46.9%	12	38.7%	27	29.0%
Change other things first, eg senior management salaries, reduce admin, etc	13	6.9%	7	10.9%	0	0.0%	6	6.5%
More not less of this service is needed	21	11.2%	<=5	<=7.8%	7	22.6%	9	9.7%
Qualified support for changes provided funding and correct organisation is in place	14	7.4%	<=5	<=7.8%	<=5	<=16.1%	8	8.6%
Total	188		64		31		93	

NB: As respondents can raise more than one issue in their comments, percentages will exceed 100%

If there is insufficient information to determine likely impact, what information is needed and how will it be obtained in the future?

Part 3. Analysing and assessing the impact by equality Protected Characteristic group

Use the information, customer feedback and other evidence to determine upon whom the policy/ service and any proposed changes will impact upon and how, highlighting where these have a negative, positive or no impact, including where this could constitute unfair treatment, limit access, or result in additional inequality or disadvantage, hardship, or exclusion.

For any identified negative potential impact, you must provide details of any action or options which could mitigate against this, and in serious cases, you should highlight where the Council would be advised not to proceed with a new or changing policy or service, including any proposals which are being considered.

Please use your action plan towards the rear of this document to record the action and the monitoring that will take place to deliver or identify appropriate mitigation.

Protected Characteristic or Group	Positive impact	Negative impact	No impact
All protected characteristics			
(Please describe)			
Age		Negative Impact	
(Please describe)	<p>Young people aged 0 -18 will be adversely impacted by the proposal to reduce support/close The Outback and Getaway children with disabilities services. The data on page 6 shows that on average 92% of interventions/support delivered by The Outback and Getaway have been to children aged 0-18 (the remaining percentage to people over 18 was to parents and carers).</p> <p>For young people living out of county currently, the proposed changes could have a positive impact in that they will be living closer to their families.</p>		
Disability		Negative Impact	
(Please describe)	<p>The disability Census 2021 (Taken from the Office for National Statistics) states that <i>'In England, 18.7% of females and 16.5% of males were disabled'</i>.</p> <p>100% of families supported by The Outback and The Getaway have at least one child with a disability. Many have more than one child with a disability or have a disability themselves as parents/carers - this is in the context that the percentage of people classed as disabled in the UK in the 2021 census was 17.8%.</p> <p>Changes to these services may have a negative impact on some of the most vulnerable children and families in Derbyshire and may lead to an increase in safeguarding and child protection concerns.</p>		

Protected Characteristic Group or	Positive impact	Negative impact	No impact
	Parents that have a learning need themselves, require the specialist parenting support/intervention that can be provided by the services at The Outback and The Getaway. It would be detrimental to remove these services and leave those families with this protected characteristic without the level of support that is able to make a positive impact on their lives.		
Gender assignment re-			No Impact
(Please describe)			
Marriage & civil partnership¹			No Impact
(Please describe)			
Pregnancy & maternity		Negative Impact	
(Please describe)	The Outback works with families with new-born children, so there would be a negative impact on this group.		
Race & ethnicity		Negative Impact	
(Please describe)	White British children, young people and families will be adversely impacted by the proposals to repurpose/close The Outback and Getaway services. On average, 98.7% of children/families who have received an intervention from The Outback and Getaway Children with Disabilities Services are recorded on the Mosaic case recording system as white British. There will also be a negative impact on 1.3% of children that are recorded on Mosaic as Asian or Asian British.		
Religion/ belief²			No Impact
(Please describe)			
Sex or gender³		Negative Impact	
(Please describe)	Overall, 37.3% of people who received support from The Outback and The Getaway services in 2023 are female and 62.7% of people are male. The impact would be equally as detrimental to both male and female children being supported by the services. The National Census 2021 (Taken from the Office for National Statistics) states that ' <i>Disability prevalence increased with age. In those aged under</i>		

¹ Under EA 2010 – someone in a CP must not be treated less favourably than a married person

² Under EA 2010 – must also consider non-religious belief

³ Sex and gender can be used at different times depending upon whether you are referring to the EA 2010 and the different duties which exist

Protected Characteristic or Group	Positive impact	Negative impact	No impact
	<i>15 years (where responses were most likely to be reported by parents or guardians), a higher percentage of males were disabled compared with females. However, after the ages of 15 to 19 years, a higher percentage of females were disabled. In particular, the percentage of disabled females increased notably between the ages of 10 to 14 years and 15 to 19 years, rising from 6.8% to 12.2% respectively'.</i>		
Sexual orientation		Negative Impact	
(Please describe)	Whilst we do not capture data around the sexual orientation of the people who are supported by The Getaway and The Outback services, The Outback provides support to young people and their families around their sexual orientation and therefore there would be a negative impact on this group.		
Human Rights			No Impact
(Please describe)			
Armed Forces personnel/ households			No Impact
(Please describe)			
Users of British Sign Languages			No Impact
(Please describe)			
DCC Employees		Negative Impact	
(Please describe)	Closure of the services may lead to a significant number of job losses affecting at least 40 DCC employees, resulting in the loss of highly trained, skilled and knowledgeable workers. Both services have strong teams of staff and management teams with many years' experiences.		
Community and Voluntary organisations working with protected characteristic groups		Negative Impact	
(Please describe)	There are likely to be significant and increased pressures on partner agencies to provide a greater level of early help and early intervention in the absence of support from The Outback and Getaway services.		
Socio-economic/ financial inclusion/	Positive Impact for children living out of county	Negative Impact	

Protected Characteristic or Group	Positive impact	Negative impact	No impact
deprived communities/ Thriving communities			
(Please describe)	<p>There would be a geographical inequality for children with disabilities accessing the appropriate support should The Getaway and Outback close/change, potentially necessitating longer distances for them to travel.</p> <p>Children brought back into county would be living closer to family which would be positive for those young people and their families.</p>		
Carers (Unpaid and paid)		Negative Impact	
(Please describe)	<p>The closure of these services is likely to result in additional pressures being put onto carers, both paid and unpaid. Without support from The Outback and Getaway, carers and siblings that are already under significant strain due to their caring role would be greatly impacted, potentially resulting in family breakdown. This may in turn bring significant cost to the local authority for full time residential placements for those children. There is currently a shortage of identified PA's that are able to support children with additional needs.</p>		
Other, please state			
(Please describe)	<p>When making decisions on where and how short breaks are provided there may be implications under HRA To support their right to respect for private life protected by the (Article 8 of the European Convention on Human Rights), all service users should be supported by providers to have the same opportunities as others in relation to their own sexuality and personal relationships. This will include giving service users space and time to be alone with partners and friends when they choose.</p> <p>Ref: Guidance on human rights for commissioners of home care - Equality and Human Rights Commission</p>		

Part 4. Summary of main findings

- This assessment highlights potential disability-based inequality as well as a geographical inequality. Under the Equality Act, equality for children with disabilities covers a broad scope, in addition to the impact on the child, we need to consider the impact of discrimination by association, for example what impact do potential changes have on family members, siblings and carers.

- Impact of the restructuring of Early Help and closure of Childrens centres – may mean significantly less infrastructure available to support children with disabilities should The Getaway and Outback services close/change.
- A large proportion of respondents opposed the proposals.
- The closure of these services is likely to result in additional pressures being put onto carers, both paid and unpaid. Without support from The Outback and The Getaway, carers and siblings that are already under significant strain due to their caring role would be greatly impacted, potentially resulting in family breakdown. This may in turn bring significant cost to the local authority for full time residential placements for those children.
- Closure of these services would likely have a negative impact on some of the most vulnerable children and families in Derbyshire and may lead to an increase in safeguarding and child protection concerns.

Are there any recommendations for changes to proposals?

Part 5. Proposed Equality Action Plan

Please complete this Action Plan to outline any mitigation you intend to take.

Issue identified	Action required to reduce impact/ mitigate	Timescale and responsibility	Monitoring and review arrangements

Date and outcome of any Cabinet/ Cabinet Member or Council Report to which this was attached and their decision:

Checklist for EIA

Action/ checks	Date	Name
1 st draft agreed by		
Consultation completed and analysed		
2 nd draft agreed		
Forwarded to Policy & Research for comments/ advice		
Comments received from Policy & Research		
Forwarded to HR for comments/ advice		
Comments received from HR		
Forwarded to Legal Services for comments/ advice		

Comments received from Legal Services		
EIA revised in light of above (if applicable)		
Signed off by DMT/ Senior Officer/ CMT		
Authorised for Cabinet or another committee		
Uploaded to Derbyshire Democracy site – date of meeting		
Decision noted		
Final copy forwarded to Policy for uploading to website		
Monitoring and review after 6/12 months		

Appendix 1 – Free text responses to Q4: Instead of offering short breaks at The Getaway, following an assessment of need, we may provide short breaks at other similar homes elsewhere in Derbyshire. Please let us know what you think about this proposal.

Responses from Members of the Public

This may be more costly if this is not DCC in house provision
I think the proposed service provision needs to be identified and families reassured that they will still receive a comparable level of service and care.
In agreement with this in principle as at least some support will be offered as this is a lifeline for families and young people and I and many others would be against losing this service altogether.
Support should be offered in a local area to the young person. Reducing services in the area will have a negative impact on children and families
Short breaks should remain local to where the young person resides. There is already a shortage of services and support for children and families reducing this will have a further negative impact
Yes I would strongly agree
Agree
I agree this suggestion will work
I think I agree fully with this suggestion
I agree but travel may be an issue unless provided
It would hurt alot of children if it closed
There should be some support in place for children that no longer get short breaks there
What would that achieve? This seems like it would be passing the work load elsewhere when the service is already set up and staffed to accommodate short breaks!
Continuity is a vital component of safeguarding. It might work providing alternative services but these should be in place before the discontinuation of the existing ones. Despite being in the 21st century when we have so much, many children have poor early years and parents are pushed beyond their capabilities trying to care for children with disabilities.
Provided the services which many have come to rely on is maintained and appropriate travel arrangements can be made to enable usage of the services at alternative location.
So long as families and children have the chance to participate like For like with no reduced service then ok
Why take away a service that caters to the disabled to go somewhere else? Absolutely disgusting.
There's nowhere else available to take any kids
If there's similar and better equipped place then it would make more sense to use them
Disagree as services are already so limited
Totally unacceptable to use these children to save money. Look elsewhere - specifically at people who claim benefits that they may not be entitled to, or may no longer be entitled to if their circumstances have changed but they haven't told you.
Think it would be better to remain at the current gateway
Definitely disagree with this wouldn't be beneficial

it'll be likely that people will have to travel further and it won't be accessible to everyone concerned. It'll also mean highly skilled people will lose their jobs who mean a lot to the children/ families concerned, and it'll cause upset to the children as their familiar surroundings will no longer be there.
Services are desperately needed in the South of Derbyshire. I would be in agreement if they were spread out around Derbyshire.
Children with Disabilities still need access to short breaks and residential care to prevent parental burnout. This is viral!
No, it's not fair. Please leave it as it is
The getaway is a home away from home for the children. Providing much needed respite for the parents. Without this lifeline, it would mean finding alternative high cost placements.
Children are familiar with the building & staff. This cannot be reciprocated elsewhere. Every child has individual needs.
Local families will no longer benefit the closure of facilities and is likely to effect support for those in most need.
These things are often slow to get off the ground or never happen at all. Derbyshire is a huge county, how can you possibly cover it all by providing a local service to these vulnerable families? Many are at crisis point already. This spells the end of the road for many such families.
Need to be local to these vulnerable people
Still keep The Gateway
Disagree
Will the assessment of need take extra resourcing? Similar homes elsewhere in Derbyshire aren't a problem, the law of averages says that the new location will be nearer for some and further for others. How will a new location save any money?
Remove middle management. Restructure massively. Too many chiefs. Not enough doing personnel giving practical support. All is possible. Should not take charities to provide the ACTUAL practical support. A massive shake up is in dire need in all children services and all educational settings
provision should be made equally across the council area and it would make more sense to utilise other building as long as the quality is not compromised
As we all know, this won't happen and people in the greatest need will have less.
I would support this
There would need to be viable alternatives available. The market is not strong enough to spot purchase. Travel is an issue for some children, could it be guaranteed that travel be kept to a minimum
If you plan to use private provision, then I do not believe it will be more cost efficient or as well run.
As long as similar homes are easily available and accessible
This is not good enough keep cutting sen services
this will not be suitable if they are to far away from the children's own home
Disgraceful

I think you need to stop going after the most vulnerable in society and start looking at things that are not necessary such as huge wages for executives. Selling off buildings/land that are not being used by vulnerable people
It would depend if families that receive the service were going to continue with provision elsewhere .is there similar provision elsewhere ?
If they are a similar standard this would be ok. But don't see how this will save money.
I am unfamiliar with the inner workings of The Getaway but acknowledge the value they provide to families in need.
This shud be kept open
This should be kept open
More work for you and the carers. Leave as is.
Short breaks are vital to family's who have children with disabilities
This needs to stay as it is for the families with disabled relatives.
If they offer the same things then could be beneficial
This is going to effect families massively
Good idea
I don't see why you need to stop the getaway it's great as it is. No need to change
I think the getaway should remain open in Kirk Hallam as it's convenient for people who live close by with a child with certain needs
The getaway is an a excellent spot for most of the families there.
Children with conditions like autism need routine and consistency and a change like that with have a huge impact on their transitions and they may lose their trust in the services provided
Keep the getaway , parents need the right support
The getaway short breaks are just all round better in every aspect and more efficient in every way. It's the best support.
strongly disagree
Children with SEN struggle with change. So a change in their routine will really unsettle them.
Disagree
It's not fair to the children who go here to have to travel elsewhere has they need routine and consistency
By closing the Getaway, will you still be able to provide a sufficient service for families that really need this help?
This is us not suitable nor practical for alot of the families that use the service
Will be a huge lose to an amazing service with specialised staff .
Disappointing
This could be detrimental to some families as they need this location for their child
Where are these similar homes? If children have to travel a longer distance than they currently do, I don't approve this proposal. Are they privately funded?
Better option, you have to provide short breaks services it is essential for families with disabled children
More support

The getaway is essential for families, stopping the getaway will cause families to break down
This depends on how far away is the proposed alternative
Not acceptable to parents may be too far away if an emergency pop up
Why don't they just stay at getaway plus unsettling the children
Don't agree with it
Due to the financial circumstances for the council I understand you need to cut some services. As long as money at the council's disposal is spent responsibly I would support this.
It is absolutely disgusting that you're trying to save money by cutting these particular services. You clearly don't understand how vital these services are for supporting parents of disabled children for both the child and parents' well-being. In an already badly underfunded section of society, nothing but stress and struggles which the anxiety of these cuts adds too massively, it's simply NOT ACCEPTABLE.
There are very few in County provisions available and limited services to access. You will be leaving families in imminent crisis.
We need more support, not less !!
If the service is like for like this is acceptable if agreed and doesn't cause extreme distress for the families that use it, I don't have a problem with changing the location not service.
The area where the getaway is provides an essential service. The area is vital to the area, with many parents unable to drive so it is local to the community. A community that is already lacking in services for disabled people. Having to travel to Derby, Chesterfield etc is not feasible for lots of families. This area and their families need more places like this not less.
Whilst any ongoing support is better than nothing, the getaway offers much needed respite for families who face daily challenges with their disabled children. It also provides routine and familiarity to those children currently accessing the getaway, which is extremely important for children with additional needs.
It depends on criteria and quality of provision.
Any support better than none.
Needs to be local
The council needs to take full responsibility for finding and organising that provision including any extra costs eg for transport
Rather be at the getaway
It may be alright in some circumstances depending on situations.
This could be a solution but no doubt it would involve more travel and disruption to families already in need of a rest!
I think this would be a good alternative.
Why change something that works so well
It depends on if the break provided is similar and meets the needs of parent and child
You mean in private homes not county led
Means test on ability to pay

Disagree with all the suggested ideas! Money should've been budgeted better in all areas of social care to ensure services like these remain standing! It's shameful and embarrassing what is being suggested
The getaway is the best
Good idea
Leave the service as it is
The service you provide now is so crucial to these families and children. To cut the service would effect so many families. Times are hard as it is without these services would have a great impact on everyone involved.
You'll cut the service and not put it back anywhere else. Don't pretend you will.
I think this is a good alternative, providing the homes are suitable for the needs
i am very opposed in the planned reduction in services for very vulnerable children and their families
This change could be very disruptive to all those involved
Better than nothing I suppose, but not ideal for the many that use the Getaway which is in close proximity to them.
Not acceptable
Depends completely on where they are as this may not be workable
I would strongly prefer to keep the short breaks at The Getaway.
If it works font change it
Ok if you have means to get to other providers. Not good if you have no means to
The getaway offers vital respite for families and their loved ones. It would have a negative impact if the capacity was reduced.
As long as there is the provision

Service Users/Other Category answers to Q4

If you can find similar short breaks for children like my son them I think that's a good idea as this short breaks helps my son
The word "we may" scares me deeply! My son needs this support. Without it we 100% can't do it. The benefits we get not only as a family, but for my son for us receiving short breaks. And this being taken from him or changed I don't know how we can do this. This is going to cause a significant step back in his emotional well-being. I can't express enough how this is going to effect my family our life's.
This is treating severely disabled children as objects and not people. The long term needs of these children is not being considered which is not cost efficient.
The Getaway provides a safe space for users and have a great atmosphere due to well trained staff. It would be a shame to lose this service and the great atmosphere that staff provide
I think consistency is crucial for children with learning difficulties and disabilities
If that was the only available option I would have to consider it. It would be a great shame as my son has only just become settled using the overnights at Getaway.

Totally inappropriate and with a total disregard to the impact on Profoundly Disabled Children and their families, The Transition to a new Setting is extremely challenging and takes considerable time to develop relationships and trust with Carers for both Parents and Child. From personal experience, Short Break provision is always compromised when the Setting provides both Residential and Short Break Care, so I don't believe there is another 'similar' setting in Derbyshire. The Provision is already stretched. Do you have capacity in other 'similar' settings?
There are not enough short break places available as it is. I have been in the position of trying to look for short break care for my child with a disability.
Families are really going to struggle to find alternative homes, in derbyshire, there is,nt any alternatives in derbyshire
My child has autism, adhd, significant learning disability for him to go somewhere else would be very difficult for him and us as a family. When he first started at the getaway it took over 12 months for our son to settle and start to enjoy his time there. To have to restart somewhere else alone would take us back 2 years, it's being very hard to begin with as he didn't understand why he was there, hard for the staff involved looking after him due to them having to get to know him. He now loves going to the getaway and loves the staff he's with. To restart would upset him so much to the point we would have a very unsettled child, which then would impact on home life. For us and for my son the proposal would not be a good idea.
Lack of consistency for children with autism & learning disabilities. Fractured relationships due to too many changes. Fear for children and parents for further future changes ahead.
I believe it would be better to keep the breaks for children The Getaway
If it means loss of employment for DCC employees with all ofr their expertise it is wholly unacceptable to farm out this provision to alternative providers.
Familiarity is what our children need
It's a terrible idea. The Outback is essential for children like my son. Funding should not be taken away from this outstanding service.
Where are these proposed short breaks you can't expect people to make an informed choice if there isn't any information
There are so few opportunities for short breaks that this will only create additional stress on already stressed families and stretched short break services.
How dare you you try and take away service to support parents who's children have complicated needs. Remember we vote you in and give you a job. Why should the children suffer for your bad investments.
Some young people don't like change and prefer to have the same staff and surrounding to fell safe and stuggle with change
Is there no demand for the facility then or is there demand in excess of supply? Are such alternatives available? Are the facilities the same? A reduced facility surely means the number of places will reduce? All of this suggests a reduction the services to those children and their families who are already having to cope with so much alone and with little support. This cut will affect the most vulnerable.
Distance south of the county to chinley is a huge distance.

Families need this service close to home, not the other side of Derbyshire, other homes surely are to capacity ?
The Getaway is very important to our local community and families rely on it.
Keep the gettaway open.
Not enough provision is available, we waited along time for respite.
The getaway is vital for the functioning of our families. The children that are already attending would be deeply distressed with the change. I think the children and the famillies should be prioritised over money.
The Getaway us more local
“May” be able to???
I dont think the getaway should be fully shut down as alot of children with disabilities have a routine of going to the getaway which helps them and rhere parents!
Once those beds have been repurposed , they will be lost forever. No council, charity or care provider will ever be funded to replace short breaks. Its foolish to think otherwise!! Its just another way of crushing help for families and ticking boxes for looked after children in the care system.
I think your proposal is not based in reality and is instead designed to fob off families who are already struggling to find support and who have been struggling for years. The Getaway was the final option for my son after every other avenue was exhausted so if you now remove that too, we are left with no respite at all. This is not good enough. Families fight endlessly for every morsel of support that they get and you suggest removing this vital support from the most vulnerable families in society so that you can save money. It’s disgusting.
Other places do not exist for children with complex additional needs.....my family and I rely on the respite provided
I am a sibling of someone who attends the getaway and the getaway was the final respite option for my brother as the other services suggested here do not exist in reality, to remove this service would leave a vulnerable family struggling more than they already do.
I think that for any parent who needs a short break, the disruption to the provision will have a seriously negative impact
Services would become even harder to access than they already are which means more families will struggle without the respite
Short breaks are crucial to young people and their families. To remove this from a provision that already offers this and use other facilities is a poor use of time, money and resources.
Devastating news. A wonderful setting to help support families and their children.
Terrible. These will likely be commissioned services which are more expensive and therefore less will be available, harder to quality assure and safeguard and result in inconsistency and change in the people supporting some of our most vulnerable residents.
We have enquired before about provisions available within Derbyshire and they're limited / non existent or very far away.

Prior to our family being given a space at the Getaway we had had looked at different options including Link care. There were no suitable families to support his complex needs also the fact he is 2 to 1 mean't it needed to be two people. The work that would be required to ensure he would be safe in another house is massive and off putting. We firmly believe the only place that offers short breaks that can safely look after our son is The Getaway other than other permanent residential care homes. We understand now that there is a facility that is in Chesterfield that might be suitable for xxxxs needs. It would reduce the actual respite time we receive as it is at least and hours round trip each way, geographically separated from the hospital and school that he attends.

No Other places available in the area.

i like going to the getaway to have a break

I think that it is a poor decision. For children and young adults that attend the getaway it is challenging in the first place to adjust to going and staying over somewhere. To then have to change that location is not only distressing for the individual that has gotten into a routine and feels comfortable at their home it also affect the family who they live with to then have to adjust to their child going somewhere else. It can be very difficult at time to get a child with additional needs out the house let alone somewhere they have not been before with people they have not met.

Children are happy and settled. Put the families using this service first. It is their lifeline to continue to care for their children at home having a needed respite break.

Responses from Professionals

It's better to replace support than lose it altogether! For some families, short breaks provide a much needed lifeline.

Children need to have short breaks as close to where they live to prevent further cost of travel for the council.

The Getaway have a valued team of exceptionally, experienced and dedicated staff who provide much needed short breaks for families . The staff team work hard to make strong , trusting relationships with the children and all involved in their lives. This has, in some cases taken years to achieve and would not be easy to replicate elsewhere. The Home has achieved outstanding in all areas in a recent OFSTED inspection. Which clearly demonstrates the quality of care given.

I feel that the short break service provided at the Getaway for our families is something very special and it is a real shame for it to be finished. If the short breaks are offered at homes close by I think this is better than them not receiving short breaks at all. The short breaks are really needed for our families to get respite and therefore this helps our families remain together, if some of our families didn't get this support things could break down meaning the young person would need full time residential support costing more money and this is what we want to avoid for the young person.

The Getaway was built specifically for providing a short breaks service to families in Erewash and South Derbyshire. Any provision at "similar homes elsewhere in Derbyshire" is likely to be in the North east or far North of the County. From Swadlincote these homes are a minimum of a 90 minute journey, has the cabinet considered the following: The cost implications of children having to travel further to receive respite care, especially if using taxis or school transport? Has this been considered? The children using the Getaway have specific needs which make longer journeys more challenging, such as the need for toilet breaks or support with personal care. Consideration should be given to the behavioural challenges which may increase in likelihood and severity due to the length of journey increasing risk of injury to workers, service users and possibly members of the public. Do the families that use the Getaway get a choice in where their child goes for short breaks if provided at similar homes elsewhere in Derbyshire? What if families are offered a place but are unable to meet the travel aspects? After all, the families requiring short breaks are often exhausted - how does 2 four hour return journeys less than 24 hours apart offer them respite?

I think there is already a shortage of places offering short breaks and this is very important to be offered to families to prevent family breakdown.

Providing short breaks at other similar homes there isn't that many so this wouldn't work

there are limited beds and places of support in the county as it is. To reduce a service would have a detrimental impact to the future of young people and their families resulting in more families in crisis and more children requiring to be accommodated.

The worry is that there may not be other providers to meet the needs of the young people.

This would be detrimental to the children that already access the Getaway and feel comfortable and familiar here. Derbyshire is large county and so there is also a travel issue here.

If children and their families can be supported in another establishment and reduce family breakdowns by providing good quality early help care then yes, another establishment would be good to then allow the Getaway to become focussed on providing outstanding care for three looked after children.

I would not want the Getaway to stop the short team care beds, I feel some families are at Crisis point now. I am not just a RCW I am the Grandmother of a complex grandchild and I have insight to the stresses and worries that families undertaking caring for a child with a disabilities. Although the parents have PA funding to pay for care there is not enough carers put in the community. I have worked in Derbyshire and Nottingham county council adults and children's residential care homes for many years. I have seen many changes and do feel we have to assess the services and make changes to move forward. Have you ever thought of amalgamating the new build adult residential home in Ilkeston to maybe use one of their units to have over nights stays for our short term care children at the Getaway. I do understand in the new build they have not filled the beds with adults, The last I heard there were only 18 residents in a 40 build home, surely that is wasting money. I have experienced this in Nottinghamshire county council, This was Jubilee court in Hucknall. I was a team leader on the rehab unit it was a dual care NHS and

council care staff working together. This was to help patients in hospital they had 6 to 8 weeks care to go home. This helped to empty hospital beds quicker and it worked very well. If you use the adult residential care home this could also make a seamless transition for children 18 year going into adults.

It would be better if the children are closer to home. There isn't enough places to provide this care already so it doesn't make sense to close residential homes

If the similar houses could provide the same environment and offer the same support this would be acceptable. I personally think this service provision needs to increase, there is a shortfall in service.

Not enough resource sufficiency and these external short breaks cost more than in-house ones.

Disagree

If this is the case, why has The Getaway been chosen over other homes for this proposal

This is only good if 1) parents have transport to other homes in derbyshire 2) children are able to emotionally and physically travel a distance safely 3) It gives children an experience away from home as other children of a similar age would experience 4) Its not too far so as parents get the break -- example travel 20miles each way for 1 night break isn't really a break.

This may provide more expensive and may not be a stable short break provision. It would however be beneficial for more in house provision for disabled children in care such as that similar to Peak Lodge as this would be more cost effective and closer to home for children in care making it easier to facilitate contact.

There are not enough alternatives - already short breaks get cancelled when residential placements are made. These short breaks help Carers manage to care for the child the rest of the time - prevents carer burnout. Alot of familys unable to drive for miles and miles to have an overnight stay elsewhere - it no longer becomes a break if you have to drive a long way. Also DCC may then have to pay the extra costs of specialist transport school to short break setting. There are very few short break foster carers for children with a disability as an alternative. Short breaks are used to try and prevent residential care.

I think there needs to be some support / services to facilitate short breaks for families as this is what is needed sometime to prevent family breakdown / pressures

The skill base of those providing short break care will be vital in order for that care to work and not be set up to fail by staff unfamiliar with the intensity of need of some of the children they will care for . The environment will need to be complimentary to those needs as well - the environment could be the crux of that changed care working or not .

Could work but i suppose the children may not like change

Given the availability and location of the other short break council run services, I dont believe it is an option

What other homes are available? Whenever cases tender for respite there never seems to be any available places especially within in the right locations for the families

I disagree

My concern would be that the alternative homes may not have the capacity for additional children to use their facilities.

As long as the short breaks are provided for the families in need then its good.

It will have a detrimental effect on the Young people that are being supported at The Getaway for example:The needs of the young person and how the change would affect them has to be considered and not an afterthought. Some young people do not like change and like to stick to a routine. It's not always practical for people to get to similar homes as they may be too far away or the service is not always accessible due to full capacity.

The proposal has its pro's and cons. Short break children with families relieving consistent support. There may not be enough resources for children who require restbite care, and other local authority homes may not have the capacity to carry out further assemsents, with the additional pressure having to bring children from out of county into local authority homes.

I think this proposal is a load of bollocks, young people are struggling to find support within Derbyshire and when their has been an emergency case the getaway has been re purposed to support Derbyshire in looking after Newly LOOKED AFTER CHILDREN, When there has been no where else to place these children. The Getaway has been the back bone stop gap for these children and has been a light in a very dark tunnel, There was no available places for these children to go in other 'similar homes in Derbyshire'. Derbyshire currently cant meet all the needs of the children who require support, but shutting another service is definitely a way to go and support these families following an assessment, if you would like to have more LOOKED AFTER CHILDREN under derbyshire, better still send them all out of county so it costs derbyshire more money and the children are not at the centre of any decisions. The work the getaway do in keeping families together is impeccable and makes a huge difference to the children and families they support. Good luck saving your 1.9 million from the wrong service.

I strongly believe that this would causes unnecessary stress and upset across all the young people and their families that already use the services provided by The Getaway. All of the young people who currently attend The Getaways services are settled and thriving. Currently there aren't any other services which could provide a service to an outstanding standard to which we provide. Staff at The Getaway provide a home from home service to all the young people that attend their overnights, and to the emergency placements that have needed somewhere to be over the recent years. The support provided to the families that use The Getaways services has been above and beyond and had potentially stopped more young people entering the care service full time, as a short break has been enough for families to catch a breath and remain stable. The young people that attend the service have been able to experience new activities they would not have had the chance to do with their own families due to behaviours and/or family support, we are creating a better quality of life for the children and families. There are not any other homes with the capacity to support all of our children that we support therefore would be unfair to leave our families with nothing.

Don't see this as a proposal that could be put into action as there is no current capacity to offer current short breaks requests let alone further significant increases.

How far away would this be for families? Chesterfield & the families needs these services here

A good alternative

With finances being cut and resources stretched I'm unsure how you could do this. Both services are a lifeline to the families of disabled children. This is a disgrace.

There is already not enough spaces available, this will just result in families having their respite hours reduced

Find other accommodation

I feel that making changes to services for families who have such high level of need should not be an option for reducing spending. Children who use the outback service need continuity and routine and any changes would be hugely disruptive and would affect the mental health of them and their families.

Offering residential care at the getaway would save money rather than placing out of county. It will also save travel time for social workers enabling them to spend time on other cases and mileage money. But I do beleive that there needs to be another place available to offer short break care and emergency placements for families in crisis.

may' provide is not good enough.

This would depend on the specific details, how close are they to the families, transport, will resources/funding be increased at those similar homes etc? If it is just expecting other homes to absorb all of the families that will be affected by this will have a really negative impact

Children with disabilities often require a period of time to settle and to adapt to their environment. Leaving children at respite is challenging for parents and therefore any change can be detrimental to their wellbeing.

cutting services for children is wrong

I do not think there will be space for short breaks at other similar homes. They are always full.

I think this is unrealistic. There are very few services that have the appropriate adaptations or expertise to take children with additional needs.

whatever is best for the children and service

I think that the Getaway meets the needs of young people and families. I wonder if the other identified homes are up to standard, if the staff have the adequate training and if this would cost more money in the long run.

You've cut services already to such an extent that there would be no other locations with capacity to have these children, you know it. There isn't enough provision for these families as it stands. Cutting these services is easy I imagine as these are some of the most oppressed and vulnerable people in our society, who's voices are not easily heard. Shame on you.

There is a shortage of Link carers as it stands already. Should you intend to short short brake services in South Derbyshire and already stretched service will be faced with further stretches and in financial strength. There is a plethora of children with a variety of needs across the county, who need a setting which is safe and secure, rather than a home setting which they could potentially destroy Due to challenging behaviours or signs of dysregulation. It is vital that short break services, such as the getaway and biology remain open for the benefits of the children and families across South Derbyshire! Not only this, but the children who have relied on these settings in emergency situation, such as removals from their family homes, due to child protection as well as shed care arrangements. They are therefore paramount to the safe running of the disabled children service. They are truly an integral part of the Care packages which are provided to children under the age of 18 who have severe disabilities and challenging behaviours. Stu work within the settings are highly trained and efficient. They are often multifaceted leaning on the staff to directly impact children and families lives is of paramount importance. To close the settings would be to the detriment of these families.

This is fine as long as location and travel distance is considered. The practicalities of transporting young people a distance for care is difficult and expensive. There is a shortage of providers of short breaks for children with disabilities but also a shortage of residential placements. Whilst I agree that more residential placements (especially emergency bed spaces) are required, I'm not sure that removing short breaks is the way to achieve these. Perhaps opening getaway 7 days a week would help. It's also difficult to follow a matching process with short break and residential in the same building. This is also often difficult in ofsted registrations

The locality of this service needs to ensure that all families across Derbyshire are supported. But, what is important is that there is short break supports for families to ensure that there is not a break down in the family and therefore the potential of a young person going in to care as a result. That short, regular break has a huge positive impact on the whole family.

Totally unrealistic as other DCC short break homes are running at capacity with waiting lists for new referrals! Moving short breaks to private homes won't alleviate costs as private short break homes are able to set their own prices for support which is usually a much higher rate than DCC short breaks would cost. Also DCC short break homes support some of Derbyshire's most challenging children who it wouldn't be possible or safe to support in foster or link care.

The families need a service in place to prevent future family breakdown

Prior to stopping/reducing shortbreaks at the getaway somewhere else needs to be identified.

The Getaway will be a significant loss to the families accessing this support. These families have gained trust and built relationships with the staff in order to get the much needed break from caring and feel happy knowing that their precious vulnerable child is in outstanding, safe and loving care. Home from home. The families need something in place to prevent family breakdown.

Current families need support to prevent future family breakdown resulting in high cost placements.

Short breaks are absolutely vital to stop families falling into crisis. This service needs to be prioritised as absolutely necessary for the wellbeing of children and families. It prevents long term care admissions by allowing specialist interventions to understand the care needs of children and offer advice to families. It gives children chances to experience new activities with support. It also gives parents chances to replenish their sleep and resilience.

There is such a need for short break support that there would certainly need to be space availability in the local area. This service enables families to keep their child within the home rather than the council then having to provide full time care for a young person.

The Getaway is a service dedicated to children with disabilities. I doubt if their case load could be handled elsewhere in Derbyshire.

Any external placement will likely come with it extra costs than internal at The Getaway, this will be detrimental both to DCC and the client and family. As DCC would end up picking up higher cost towards the respite placement.

Agree

Parents deserve to have access to short breaks services close to where they are in order to give them well needed time for themselves to have a break, take time for each other or simply get other things done. A mix of short break and residential would seem to be a good compromise.

Do you lot care about the care and provision already provided in these establishments for the children. It's utterly ludicrous to think that this a viable solution, safe or fair. I've never been so disgusted with a local authority.

This would be okay. My main priority is that there simply remains an offer of short breaks.

Families need to have regular respite care in order to prevent the family from going into crisis and the children potentially needing longer term foster care or local authority care.

DEPENDENT WHERE THE OTHER HOMES ARE. SHORT BREAKS COULD BE OFFERED VIA FOSTER CARERS OR TRAIN INDIVIDUALS TO LOOK AFTER PEOPLE IN THEIR OWN HOMES.

Families need to have regular respite care order to continue to care for their children and not to burn out/become exhausted. It may be that the distance could be a factor as well as availability.
The getaway is a valuable resource for parents of disabled children. Taking this away, I fear would lead to family breakdown. Parents of disabled children, particularly single parents have reduced opportunities for respite.
I think this is an unfair question! 'We MAY provide' is clearly offering a loophole which the council can use to opt out if this gets tricky or there's 'no funding'! If there are 'similar homes elsewhere in Derbyshire' what will happen to those who use those homes at present if the council wants to use them as 'short breaks elsewhere'?
Has Lea Green or Whitehall got capacity to offer short breaks? Why would you stop short breaks at the Getaway and offer them elsewhere? Surely if you are stopping the service it make more sense to offer families access to other support available. How will stopping short breaks at the Getaway but offering them in other homes save any money? Wouldn't you need to spend money to make more homes suitable and accessible? Could this cost more in the long run?
As much as this is in theory a good idea, i am sure there are more young people who need a short break service than other places can support. The closure of more short break provisions surely will increase potential for more LAC children to be placed.
I struggle to think 3 young people will class the getaway as their home and someone different will be visiting each night and then go home again. How far will you will young people have to travel to receive short breaks. How are you going to explain to these young people, some might have severe learning disabilities that they can't visit the Getaway anymore. This could be an important safe space for the child.
I struggle to see how this is feasible, it will put another barrier between families being able to access invaluable provision as it is already difficult to get short breaks. This will also in turn put more pressure on staff and the service in general.
The young people that access this service at The Getaway do not have a say in this process, they have built up relationships with their peers and with the staff. The families of our young people need this service, they have some kind of break with their family.
It would have a devastating effect on families and children. A lot of children will struggle to travel further afield and with the transition.
If a service continues to be provided, great. However, I think making this as accessible and as local as it can be is key for families. The Getaway is pretty central and good location for families to access.
Children and parents need services near to home to promote a sense of confidence and belonging. A local provision is seen as part of the support group around the child and can enable parents to carry on caring when the situation become more challenging.
It isn't solely on changing service, the children we support need continuity and reassurance. These children are not going to receive this by being moved regularly into a different environment and different people.

This will be an exercise in reducing the amount of children that receive short breaks as the assessment of need criteria will no doubt shrink yet again meaning that very few children will actually receive a short break service. The children that do meet the criteria and are offered places at other Derbyshire homes will at least still be receiving a service but at the cost of that child having to go to an unfamiliar place with unfamiliar staff who do not know them when it has taken a long time for that child to build up trust, confidence and feel safe with staff and peers that they know well not to mention how stressful this will be for parents/carers to let their child stay at a new establishment. Person centred practice seems to have flown out the window and these children are just seen as numbers and costs now.

Travel could be an issue for some of the clients and families.

There needs to be done provision or more will become looked after

Its the parents responsibly to look after their kids, not the councils

I believe that if you are going to stop short breaks at the getaway, you need to ensure that you are providing these elsewhere. This should be a definite rather than a maybe.

If Short breaks are considered elsewhere, it will limit the amount of families that are already using the other centres which will have a major effect on children who are used to routine and visit regularly. Obviously the thoughts of the children and families are not considered when making cutbacks.

This will not help with the people that are set out to lose their jobs , and that have put their time and efforts into keeping this service going .

Short Breaks for disabled young people need to be provided at specialist provisions with staff that are experienced & trained to provide care to young people with learning disabilities. Short term breaks need to be accessible to children and their families, travel distance, consistency, safety, quality of care all need to be considered

I believe offering short breaks elsewhere instead of at The Getaway would prohibit those families who are experiencing financial difficulties from using the service; they will not be able to afford to travel to alternatives further afield.

The Getaway offers a fantastic service to the young people that we support. I think it would be a terrible shame loose the short breaks for the families that we support ,not just only on their short breaks but with all aspects of the families and young persons needs. As the team go above and beyond to help families in which ever way they can.

There are very few other homes in Derbyshire that offer short breaks like the gateway does. The families who use the getaway would not get the service or support they require if it was to change.

This would be very disruptive to children who are used to and settled at getaway. Would there even be enough provision at other places?

Needs to be fit for purpose

The loss of most of the short break places will have a massive impact on the most vulnerable children in our communities. It will cause huge distress and anxiety to the children who have built very strong emotional attachments to the skilled staff. Just having a change of environment triggers distress and as a number of the children and young people are pre-verbal, they will express this in the only way they know how, by self-harming, such as head banging, biting and hitting themselves.

This may be traumatic for children who are already familiar with getaway.
Children need somewhere close to be able to visit. What would happen to the staff working there
Families need the short break care. If this can be offered elsewhere that should be considered, but alongside this, ensuring that the children are provided with much needed stability and reduced change
The parents of the children who attend the getaway strongly rely on these services and the children have been attending for several years. By moving the children to another facility, removing their security and familiarity of the people who care for them whilst at the getaway is not acceptable. There is no thought of the children and their needs!
although the service will still be provided, it will harm those who currently use The Getaway and do not have the facilities to continue to use such a facility at another home.
I think short breaks play a vital part in supporting families to prevent breakdown, and that we need more than are currently available. The Getaway is central to a lot of families and should be kept as short breaks to help provide this important service!
Why remove such a vital service from our community?
Do not agree. Due to attachments current children will go backwards in their development Families will be having to travel further outside of their community therefore very detrimental to their much needed break
Children with disabilities do not deal well with change. This would be a huge upset into their routines.
This would make things harder for the kids as there will be too many in one place for their specific needs
I think this is OK but short breaks would be better as it may be more familiar to families with children who have disabilities
Are there other homes that can provide this care at the same level and quality, without travelling further and costing more?
I think there needs to be something for both the children and parents to give them the break they need
Children who have been attending here are all settled and familiar with the surroundings. It would be a massive change that could have a significant impact on their life.
Ridiculous decision to close
Change is difficult for people who have autism so this would affect them massively when they are already used to the gateway
There are no other children's homes within the area and so therefore where would the children go for their respite which parents heavily rely on for that break.
There must always be breaks available for the respite care of the children and parents in need! It would be abominable to close The Getaway and abolish respite care for families in need!
What is the point in looking elsewhere if the provision, skill and relationships are already available. These services are needed more not less
The Getaway do a fantastic job working with the families who need the support given. Why change what works well

What about the children who are comfortable with going to the Getaway and wouldn't feel the same somewhere else. How far away would the other places be? Derbyshire is a very big area and not everyone would be able to get their children to the other places.
It will depend on capacity and location.
Poor and incorrect
they need to be the same accommodation each time for the same child. How would this save any money?
It needs to be local authority ran as it will have better oversight and accountability. the buildings need to provide the right setting for young people with LD and ASD: safe, familiar, all needs met. It needs to be a regular place so that young people know what to expect. If you don't provide on going short breaks you will have more family breakdowns which will be more costly.
The Getaway would be better
Other similar homes in Derbyshire are likely to privately run and could cost more.
There are already significant shortages of short break providers/facilities closing another is going to cause large levels of distress and anxiety to families in need. Signposting to other services is not going to help due to the demand of those services already being at capacity.
this could work but it would depend how far away and weather they were suitable. and if they were competing with other looked after children. both have high needs but different needs
Needs to stay local for the current users that need the service.
I think the Getaway would be incredibly missed- there is not enough help/support for families and strongly believe you will see many more go into crisis by removing this service.
I Don't think it would benefit the children and their families.
By reducing short breaks at the getaway and using other short break places within Derbyshire won't save money. the affects will spread wider, affecting more families within Derbyshire. This will potentially result in families breaking down and a bigger number of young people needing full time care
Parents need respite, I would think that if they didn't have to travel to far it would work.
There are very few short break facilities as it is. Despite what I know to be extensive searches by my social care colleagues - availability of these are seriously limited and we could do with far more to reduce the risk of family breakdown.
Derbyshire covers a wide area that will not be accessible to many of the families especially the disadvantaged, the SEND individuals and those without transport.
I think this would be a relatively suitable alternative, but does not negate how much harm will be caused by closing The Getaway
Alternatives are definitely required. I feel anxious that there is a great need for provision and that this will not be available. Other homes are already at capacity. This will have a knock on effect for everyone.
Who and where will support the families who currently use for short breaks

I think this may end up being less cost effective as private residential stays which are only current option are more expensive. I feel that short breaks are essential for some families to prevent children being accommodated full time and that if there is great distances to travel to do this this may prevent families from accessing support.
The facilities are available and staff at the outback trained to look after children with disabilities. Other childrens homes in Derbyshire will not have the facilities and trained staff to look after disabled children. It will mean that disabled staff get a poorer service that does not meet many of their needs.
There is a lack of availability in short breaks as it stands, so if moving the short breaks to other building increases the amount you are able to offer, then this is something that should take place, however if it will reduce the level of short breaks being offered, then this is not acceptable.
I think that if its a choice between no short breaks or short breaks elsewhere, the focus must be on still offering this service to our families and young people. If they were going to be offered elsewhere in the county, sincere consideration must be taken for the location, accessibility and transport options. Surely however, if there is no Getaway and their 'caseload' is then passed on to another home, that impacts on their capacity.
Other venues could work if they provided as suitable a 'getaway' break for families. However, if that would be a reduction of service I strongly disagree.
I feel that things such as transport, capacity and change for those individuals need to be considered.
I think that with how many staff dcc are going to be making redundant soon, I think money needs to be saved wherever it can be, reducing staff is putting children of all abilities at risk, reducing services like this can be brought back if dcc have more money in the future.
As this is a purpose built building for short breaks which has provided much appreciated care for families it would seem to make more sense for them to continue with it here. If care needs could be met elsewhere then that would be ok.
By reducing respite facilities will result in more children coming into full time care and would be short sighted to reduce an already limited service
As long as short breaks does not stop and is in a similar location that would be ok
Agree
If you can offer what is currently available now, but at another location in the area that is acceptable
They is already a shortage of services to support these vulnerable families and you know there is no services available to them.
Everyone needs specialist breaks
I am really concerned about what these proposed alternatives are. It is already extremely difficult for families to access short breaks in derbyshire, so unless more short breaks facilities are going to be created, which of course they won't be, this further reduces vital breaks for families in desperate need.
Families need this service

I think that cuts are being made from the top without a real understanding of the effects it has on families who rely so heavily on these short break periods. These families never get enough time to recharge their batteries, but the getaway allows them best chance they have at some self care.
These children need environment they have come used to triggers anxiety stress in moving them to alternatives
Keep this vital service open as it's very clear it's a much needed service
Everyone appreciates the financial pressures Derbyshire is having to deal with, however stopping/alerting effective services will only increase need further down the line.
Is this realistic? Is there capacity to do this? Are there similar DCC resources or are you thinking about the private sector? If it's the latter, is the market suitably developed to accommodate this?
I think it needs to be assessed on the needs of the child and the matching process. I.e sleep, compatibility, needs etc.
I believe there is different way to save money then closing short break. What other alternatives you could offer to families. what happened to children that are not LAC , will.they get alternatives? What alternatives - PA? That are so difficult to find especially to meet individual child needs (any specialist training). So when they won't find a one in a period of time, you will be able to review it and remove child budget because has not been used. I don't buy this it's awful that the most vulnerable children need to pay for it. We are such a crucial service for families. We are above and beyond in supporting children and their families to get stronger ,to avoid them to go into crisis. I can't imagine what impact closing short break will have on whole families that children's currently accessing the service. This is going to be heartbreaking.
You need to make sure everyone has some where suitable to go
If the individual knows the setting already changing this will have a massive impact.
Short breaks are essential
The current system works well
Utterly heartbreaking... The Getaway, a haven tailored for children with disabilities, stands as a beacon of hope in the southern county. Other options demand longer journeys, burdened with additional costs, and lack the tailored care our children desperately require.
May provide' is not an acceptable alternative
I think this will be extremely detrimental to many families. Sionsgs of those who have differently able siblings are often coined 'the forgotten sibling' in research. This type of service helps those children to access a 'normal' childhood, even for a short period of time. It saves the mental health of the parent(s) and offered vital independence for thr yoiing people who access it!
I think this would confuse and upset children who have attended this facility on several occasions. How far would these 'other homes' be? How would the children respond to different staff? Children with ASD for example would not thrive with these changes.
I think getaway should stay the same, the children know the house and staff and feel safe there. Parents go through a lot to get accepted for them to have over night stays etc for it to just be taken away & it is not ok.

Appendix 2 - Q5: Please provide any additional comments or suggestions you have regarding the proposed changes to the short breaks service at The Getaway

Members of the Public

if the Getaway was stopped for short breaks there would need to be a similar DCC provision available otherwise this would cost more to source externally

As stated service providers need to be identified before there is any reduction to present service, provided by The Getaway. A period of transition would also need to be monitored to ensure the continuity and appropriate level of care.

I feel that these questions are very badly worded and very confusing and contradict each other, which leaves me very tempted not to complete the form at all

I think the short break service at the getaway is crucial for lots of families and convenient for the staff. To disrupt or close the service all together makes no sense, there must be a way to save money, perhaps restructuring the management and thinning down the top salary personnel?
Interview all your Gateway stakeholders about what the service means to them and what they would be concerned about following its closure then publish your findings without editing them. Consult on those findings and assess the risk of discontinuing the service with a plan derived from the risks.
Parents and children must not see a change or loss of service
Your decision are not easy but supporting families with special needs is paramount as they become exhausted through the constant care their loved ones need and extended family are not always in a position to help with that support
Stop picking on a soft target.
Probably would be better to have the service remain where it is as it allows for minimum disruption
Stop cutting costs to social care , especially when it involves vulnerable members of society. A lot of these people involved don't have a voice and usually end up getting left behind or forgotten about In the 'system'
Short breaks are desperately needed and are a vital service, I don't agree with the reduction .
Services for Children with disabilities are so important and we should do everything we can to keep them. As mentioned the getaway is a home away from home and is so welcoming for the children. I would dread to think how many families would have gone into crisis had it not been for what The Getaway offers.
Don't think money think child !
Having seen at first hand the commitment and dedication of service providers to those most in need, I view this as a dereliction of responsibility by the local authority in providing first class care and support where most needs.
Local to people who need to use the service
Keep The Gateway
I feel this needs to be kept .
Whilst no assumptions can be made at this stage, there will likely be a change of National Government before the end of the year and an alternative policy would be to "muddle through" and see what a more caring government brings.
Remove middle management. Restructure massively. Too many chiefs. Not enough doing personnel giving practical support. All is possible. Should not take charities to provide the ACTUAL practical support. A massive shake up is in dire need in all children services and all educational settings Remove 50% of staff budget saved to provide actual practical support for children including SEN
A saving of £1.9 million when the mayoral election costs £4 million - absolutely disgusting
There needs to be a thorough impact assessment of the changes to not only children but parent/carers and the legal duties under the children act. Is there sufficient capacity for provision elsewhere in the borough and has an assessment been done to assure this? A reduction in short breaks could mean more children coming into care if families do not gain support.
As long as similar homes are easily available and accessible
it would be disappointing if there are changes to the children's short breaks
Shameful

I think you need to stop going after the most vulnerable in society and start looking at things that are not necessary such as huge wages for executives. Selling off buildings/land that are not being used by vulnerable people. This council is a disgrace. First it was adult day services and now its children's services. The amount of pressure you are putting families under is appalling.

The Getaway provides an excellent short break service to families in need and without it maybe some of those families would not be able to cope and young people end up in residential care

Do not take vital services away from disabled families.

I am unfamiliar with the inner workings of The Getaway but acknowledge the value they provide to families in need.

It be a shame if this program was to close

Please keep open

Please keep it open

I really am aghast that you are considering stopping these services, and I do not use them. I suggest to save money you cut the pay of the people who suggested this absurd proposal.

No changes should happen and out reach services should be resumed also

You are doing what you always do and discriminating against the vulnerable

This is going to cause families to break down

Don't close...

It helps alot of the parents who need the getaway for their child. It helps the child to become independent on their own. I strongly recommend to KEEP THE GETAWAY!!!!

More fundraising to help keep the getaway open?

Nothing to change please as this is heavily relied upon

Simply keep it open.

So not fair to people who rely on this service

The getaway is amazing for families as its helps them have a better life and manage their child. It would be heartbreaking for them for it to close as it would ruin their lives and families lives.

Please do not reduce much needed services for children with disabilities and their families just to save money. This is a short sighted approach, at best.

Short breaks are needed to support families with disabled children. They could not cope without them.

Could the much needed overnight one night or twice a week still be kept to give parents the very much needed respite to have a good nights sleep to recharge and carry on caring for their children at home and not needing to end up in residential care

Instead of shutting gateways don't give the councillor a pay rise because they are responsible for this

Keep The Getaway open, why close places that children and families need.

It is absolutely disgusting that your trying so save money by cutting these particular services. You clearly don't understand how vital these services are for support parents of disabled children for both the child and parents well being. In an already badly underfunded section of society nothing but stress and struggles which the anxiety of these cuts adds too massively, ITs simply NOT EXCEPTABLE.

I think re purposing tge getaway is a good idea, however the limited capacity for shortbreaks is worrying.

Please try and understand how this will affect people who already have such a difficult life
Short break offer much need breaks for carers and parents, some parents of disabled children don't sleep for days on end, this is not healthy or safe. These services offer very much needed recharge time for the children and parents/carers.
Families already at breaking point, jumping though hoops to get the smallest amount of help that, they so desperately need. It is already hard to even get the help from theses services (I should no I've been trying for the last 10 years getting past from pillow to post). This will just make it even harder. Instead of short breaks why not give the Families just one night instead of some families getting multiple nights a month and others getting no help at all. If you knew how it would feel to just get one night, one night were you wasn't physically and mentally on the go caring for your child. Parents already feel they are failures just by asking for the help in the first place. I know money is the main issue so why not give more people the option if they really need the night break to pay for this themselves.
I can appreciate that DCC are facing financial pressures but it always seems to be the most vulnerable people who suffer. The Getaway provides a vital service to families and gives them a small amount of respite in a very stressful everyday life. Taking this away from families will have an extremely adverse effect and could lead to family breakdown.
Without short breaks family's will struggle and breakdown !
Enabling carers to have breaks when appropriate and needed are more cost efficient than waiting for family breakdown or increased I'll health.
Rather it be at the getaway
It could cause families more stress as extra travel would be involved and less opportunities for breaks
I understand the financial gains from amending the purpose of the rooms at The Getaway but the families requiring the help would be getting a much reduced service.
Cut your own salaries before cutting such an essential service
There are children requiring full time care ..
A brilliant service to so many ..why would you change something that is working
Keep it as it is.. It is crucial that these families are supported.
Some families have no other source of respite. Short breaks are a life saver in some circumstances
This is a critical service for many people and their families.
Short breaks are a lifeline for many families, reducing them would have a huge negative impact on families that already struggle to cope. Please continue to provide them.
Please consider the families u help and the long waiting list for your services

Responses from Service Users/Other Respondents

This is essential for our family! And this scares me it is being taken away from us. This will cause our family to break down and my child being put in care. Taking the getaway from families you are going to have more children in care. My son is starting to settled in to the getaway with his severe anxiety which he is medicated for. This is going to cause a massive regression for him. We need this support. This is breaking point for us. This is our life's. Surely there can be another way.
My son attends getaway. Without it I would not be able to continue to meet his care needs as a widowed parent existing and working on a couple of hours a sleep a night. My sons behaviour is challenging and I need the respite desperately

I feel like it should remain the same as staff are well trained and provide a great service for users. You might not get the same level of service or care or the same atmosphere in a different setting

There's currently not enough services for disabled children so making cuts in this sector is ridiculous and will cause catastrophic consequences for the council and families

Disappointing news as my son has only just begun accessing the service. It would be a great shame at this stage and unsettling for him and other children to have to move elsewhere. Could the changes be 50/50 to be part shared by full time residents? With some overnights available for part time children?

The Getaway has consistently been rated as an Outstanding Provision which is a direct reflection of the capability, commitment and work effort of The Getaway Team – where is the logic in shutting down / repurposing an Outstanding provision? Stop exploiting the most vulnerable members of Society just because they're a minority that don't have the support, profile and sympathy afforded to other minorities. The Team at The Getaway are experts and this is demonstrated by the phenomenal level of care and support provided to Children and their families. The Management Team ensure the Setting is run appropriately and effectively. To be in the position to be accessing Short Breaks, the families impacted by this decision are already extremely vulnerable, and it is the Short Break provision that is enabling profoundly Disabled Children to remain at home. If this changes causes that to break down, then it will be a lot more expensive to take care of the Disabled Child if they end up in Full time care.

As mentioned above, my son loves going there and loves the staff he works with him. He started high school in September 2023 which isn't the right placement for him as they don't go out into the community which his old school did every day. He is now very reluctant to go out in the community with us as a family due to this, he has being put on medication to try to deal with just going to school but the getaway for him his the only place that he will go and enjoy currently since starting the new school last September. To take away the getaway would mean he won't go anywhere other than school (which is very difficult to get him there) and as a family we would be "stuck" in home all the time. The getaway have taught my son a lot of independence, supported us though all the issues that have come our way since September 2023. Going back to before the school change, he was so much more independent, loved accessing the community with the staff at the getaway, has a very strong and close relationship with all staff. They taught him and worked with him so hard to be able to do more with him. We as a family can't thank them enough. To take the short breaks away for us as a family means that we would have no "break" at all, we won't be able to spend anytime with my other children. The short breaks the getaway provide have helped keep our family together as it was at breaking point before he started the getaway. We have built strong relationships with the getaway and it's like my sons going to family, he currently asks to go (he's non verbal but has a iPad that he uses to tell us what he wants), he loves to go and we as family feel comfortable, trusting, confident that xxxxx is well looked after and cared for. We don't worry anymore like we used to as we know he's in the best of hands with them. If you was to close the getaway to short breaks our family would probably break down. For xxxxx it would be very very difficult for him to understand why he's not going there anymore. If he ever did understand. I plead with you not to close the getaway for shorts breaks, it's an amazing place and the staff that work there are amazing people. It would be very sad to see that happen. I have a suggestion that I'd like to put forward that is, if parents made contributions to the getaway for our children to still attend and beable to access it, I for one would have no issues with that as the place is amazing! If the contributions are towards running cost, trips out, food etc. it would be so so hard for children like ours to restart somewhere else and we would personally lose our

family as it would separate because the getaway. short breaks saved us when he first started. So please don't take it away from us.

Why try to fix something that isn't broken. Our children need consistency, professional support from trained staff who they know & trust.

Should be maintained and kept in house. Budget short fall should be met from your reserves.

Do not stop funding for the Outback. Children with complex special needs and their parents already have to fight for even the simplest bit of help! The outback provides an outstanding service and are wonderful with the children!

This will be catastrophic to our family

Don't change a thing the work the team do at getaway to support the parents and the kids is unbelievable.

My young person can find change very challenging and has felt safe and content at getaway with the staff and the whole place he loves his stays there

If the outcome is to reduce costs then reviewing the cost of current provision should be thoroughly reviewed before closing/repurposing much needed facilities. Are private sector contracts being revisited as part of this exercise? Why not fund and empower the specialist provision schools to extend their offer to holiday weekend care where possible? These schools do a fantastic job within their tight budgets and know the needs of the children and their families best and could certainly support lower level needs.

This survey is very deceiving. What is the alternative if you disagree closure of the getaway. You should allow informed choice not manipulation of the truth. If you shut stb then u will need the getaway as a full-time residential unit as more children will be gaining in to care. Where are the alternative stb places chinley? That is a long distance between there and the south of the county.

Our child could not be cared for by any of our relatives or accomadated by a Foster family. Alternative provision provided by DAS was not deemed suitable either. The Getaway gave our son a safe space. His behaviour was challenging and he rarely slept. We also had direct payments for some daytime care but he could not access the community due to his behaviour as he was deemed too difficult.

Please do not take this away from us

They need to stay

I think any reduction in this provision would be false economy and cause unnecessary distress to the people who care (ironically the unpaid carers are the people who save authorities a huge amount of money already)

Not to be shut down! Maybe reduce how many children a time and have different times and dates to which children go!

Across the board cuts, closures and" re purposing has destroyed short breaks, personal budgets, surestarts, social care and so much more.

My son needs more not fewer breaks at the Getaway. I do not support this proposed change in any way shape or form, nor do I buy the platitudes that we as families will supported to find alternative respite when we've already exhausted that option. I have made an appointment to see my local MP about this hideous proposal. As I have said previously, it is disgusting that our vulnerable children should be made scapegoats for those who cannot manage budgets.

To take this function away is taking away a much needed service

I think it's disgusting that the Derbyshire county council are targeting the most vulnerable members of society as a result of their inability to manage their budget.

The cost saving measures are more likely to have the unintended consequence of family breakdown and additional costs of long term placements. It is very short sighted to reduce support to families caring for children with high needs.

These consultations are tick box exercises. People cannot accurately represent their feelings as they don't have an overall picture of the changes happening elsewhere to things like early help that will also impact on this. Less early help means more families struggling and more needing respite and short breaks. Your funding cuts are short sighted, knee jerk and offered in silos so that people cannot see the true scale until they need the service. As with all cuts to service the needs will still remain and will be pushed further into the system reducing positive outcomes. Go bankrupt already. We don't care. Anything has to be better than what you are currently doing.

We're very disappointed - we've only just managed to obtain access to this service. Provisions for children like our son are limited and this is likely to be removed too with no real suitable alternative - we urge you to reconsider as this is a lifeline for us as a family. We will be speaking to the MP / local councilors

We have used the Getaway with our son for the last 2 years and I can honestly say with out the Respite support we receive from the Getaway our son would be in a shared care arrangement or our family unit would have broken up and each parent would be raising the different children in different homes. Although I understand the council has to make difficult decisions regarding budgets, it is my opinion that this wrong. Early intervention of short breaks is more cost effective than the alternative which will see a number of children seeking shared care arrangements and the increased associated costs the council would have to find.

Don't do it

I dont want it to close

Responses from Professionals

Where there is potential for a breakdown in the family removing short breaks to give the family some respite will lead to the children being placed permanently in the care of the local authority at a much larger cost. As well as emotional breakdown for the child and family.

The Getaway Short break services are an essential service for parents who deserve a much-needed rest while knowing that their children will be looked after to the highest standards. For the demanding amount of care needed for children living with disabilities. This is often enough to enable the families to stay together. The purpose-built building provides plenty of space and comfort for children who require. areas where they can run and play indoors or outdoors.

Is there anyway in which we could save on costings whilst still operating short breaks? Looking at filling more rooms on stays, transport costs being reduced, sleep in's stopped, shorter/split shifts, food costings reduced? I feel that this service is really needed for the families that we support, I have a young person in my family with disabilities and I understand firsthand the impact that it has on the family at home, it is massive. Short breaks/respite gives the parents carers valuable time to rest and carry out daily tasks that may seem so simple to others.

When those families realise that the short breaks that are being offered are not suitable, they will undoubtable be offered a personal budget for PAs. When this happens, is the need of the child considered regarding the training requirements of those people looking after the child. Does the council really want to transfer the care of its most vulnerable children to low skilled, inexperienced workers when they have a team of highly skilled workers with decades of experience and a purpose built facility?

Families will struggle if there is no respite for them to have a that break it is vital that they receive this in order for the family to function

I feel at present there is not enough appropriate places for young people who need the specialist support so to reduce capacity further would only have a longer term negative impact on the young people and families that need that support BEFORE they hit crisis.

The Getaway is a purpose-built facility which has so many benefits to children and young people with Disabilities. Its staffed with experienced staff and it would be an absolute travesty to close this facility. What a waste of money to let this close.

I feel that mixing both short breaks alongside looked after children would need to be carefully thought about with consideration to the three children who will live there. Will there be consultation with the children or their individual families to see if they want short breaks alongside full time care? Would this provide a calm and homely environment (having possibly another 6 children per week staying over with additional staff). Is this something I would want for my own child...?(No!) The Getaway is an outstanding provision that would be better focussed on one area...short breaks or full time residential care. Mixing the two is not feasible or thoughtful to the children who want to make it their home. Keeping The Getaway ensures that DCC have a strong workforce full of trained and qualified staff available to provide the best quality care for children with complex disabilities in a purpose built establishment. If short breaks are being provided elsewhere then let The Getaway focus on three children... don't mix the two.

I feel strongly that the short break service needs to be met, we will see more families at crisis point if families don't get the help they need. Parents do feel their house is not there home when they have carers coming and going. Their child also benefits from the Getaway by the staff encouraging them to achieve daily living skills. Every child's aims and achievements are very important, Some parents don't get the time or have the energy to help their child some times especially when there are siblings in the family. We could look further into savings at the Getaway. I am sure the parents would prefer to pay for their child's activities at The Getaway so that their child can still have short breaks, This would reduce funding by The Getaway.

The Getaway is a fantastic building with great staff - it must stay open

Before changing the services offered by the getaway an alternative provision for short breaks needs to be identified. After working in this service for 14 years I appreciate how difficult it is for families to find anywhere. Closing the Getaway to short breaks will result in family breakdown and more long term placements being needed.

I feel that there will be longer term cost impacts as a result of the proposals.

The reduction in short breaks is ultimately going to end in more young people coming into care which is counter productive - this is a short term win

The Getaway needs to be utilised more and have staff that are able to be there at all times for supporting children. It's not good to have building not used part of the week when parents and children are needing support.

Short breaks are an essential service for disabled children, without this service more children may be subject to care proceedings and coming into local authority care. which in turn would cost the local authority a significant amount of money.

The carers at the property get to know the children really well, they are professional and well trained.

Important that local settings are being looked at to enable local residential settings being made available instead of really expensive private providers needing to be used who can pick and chose which children that they accommodate

The reduction of any disability based service will impact the families of those children that may access the services currently provided, pushing more families into crisis and ultimately the children into looked after care

There are families who are going to suffer from these proposed changes and it doesn't seem like the people that are making the decisions have thought about that

It states that families would be supported to find alternative services, would they be in Derbyshire and would the cost be more than continuing to provide short breaks at the Getaway.

I presume the getaway will be more cost affective having LAC children residing at the home fulltime. However the additional pressures for respite children could hit crisis where full time care is needed, if children and families are not supported properly. This will put additional pressures on children needing fulltime care, that may promote children having to go out of county

Leave it Alone! in fact give them more money and let them open 7 days a week, 52 weeks of the year, to make more young vulnerable children, make a difference in the world.

This service does not need to change the impact that it has on all the families we support is incredible and could not be the same anywhere else. This service needs to be supported to be more available to more families rather than being taken away!

I believe the cancellation of short breaks will be a short term cost saving as the families that loose their service will have a high risk of then requiring bigger or full time care packages without appropriate support which I'm not aware is available.

These children and their families deserve every good thing. I work in a special needs school and although every one of our children is wonderful and important, they and their families need to be able to have respite. They need to be given chances to experience everything life has to offer. I am sure that The Getaway is a vital life line for some of these families.

I think this is a really short sighted proposal, I work in a special needs school and the Getaway service is some of the only respite some of our families get. Without this I believe there will be huge impact on the mental health of the children/young people, their parents/carers and any siblings etc and will very likely lead to much higher longer term costs such as potentially an increase in the need for foster care/NHS support services. This will also mean that already overstretched areas (education and social care etc) will be forced to step in to provide more support (pastoral, early help) without any additional funding. Everyone understands that budgets are tight these days but children/young people with special needs or disabilities and their families need support and it is financially short sighted to remove any sort of early help offer from them or making it harder to access. This also contradicts the UN convention of rights 'Article 23 (children with a disability) A child with a disability has the right to live a full and decent life with dignity and, as far as possible, independence and to play an active part in the community. Governments must do all they can to support disabled children and their families. ' and also 'Article 3 (best interests of the child) The best interests of the child must be a top priority in all decisions and actions that affect children'

The impact on parents and the safety of children will be dramatic

I believe this is short sighted and will mean that more families are pushed to crisis point. The Getaway is not a home environment for children in long term care. I believe that there will be a reduction in those offered overnight short breaks rather than children being offered breaks elsewhere.

The cuts you are proposing will cost more in the future, they feed into the hands of private companies with capacity to provide the service at double the cost, it's already happening yet you want to cut the services you do have? Find a way to make your cuts without directly impacting on the people you should be supporting. Absolutely disgraceful.

The Getaway is purpose built and would be a waste of resources and staffs livelihoods.

Families at the point of crisis benefit from the Getaway and this ensures that there is not a complete family breakdown and another child in the care system. The break helps keep families together.

Invest in the outstanding services Derbyshire already have, although in the short term it my cost additional funds with the authority may not have it will save the county far more in the long term

The Getaway provides a lifeline for many families across Derbyshire. The service provided is outstanding and it would be a tragic loss for families to lose access to their services.

Short breaks are essential provision.

In Budget proposal was to utilise internal homes instead of reliance on external and now you propose closing an internal placement or drastically reducing to create a reliance on external providers

I think that changing the function of the Getaway to almost entirely being a "children's home" defeats the object. The very name of the place "getaway" indicates that it is a breathing space for families and children needing specialist support. After reading all the available online information it is clearly of immense value to the local community and does inspiring work. I believe that there will be a temptation by certain services to "dump" difficult cases there for prolonged periods and this will significantly impede the mission of the Getaway. I agree with reducing costs by reducing the short breaks. That makes sense. But I don't see how offering long term rather than short term care impacts the budget in a positive way. 6 beds full of long term residents is surely equal to 6 beds full of short term residents in a financial sense. Perhaps thinking outside the box and looking for contributions and funding from elsewhere might be preferable. I wish I could help. It seems a wonderful place.

Staff at the Getaway provide incredible support and are highly skilled. It would be a great loss to the families who need this support if they could not longer access this.

I think no longer providing short breaks could have a detrimental impact on families and cost social services more in the long run.

short breaks are a valuable and essential need for families with children with additional and often very challenging needs.

IT SEEMS A SHAME TO CUT SERVICES FOR PEOPLE IN NEED. A REDUCTION COULD BE OFFERED IN THE FIRST INSTANCE AND TRIAL THAT FIRST.

I understand about the critical financial situation but this is the wrong approach in order to save money, cutting back on services that will prevent children/family breakdown resulting in going to expensive residential services that are being provided by private organisations that charge extortionate fees and poor unskilled services.

I think the building could be used for short breaks and residential care for disabled children. My understanding is that the building is not open full time. I think it should be as it is a valuable service for the children and parents.

I don't have children or grandchildren with disabilities, but I do feel very strongly that local councils should be prioritising children and young people, especially those with disabilities in the current financial climax. Disabled children and their parents and carers are being marginalised and a council in a country that claims to be civilised should not be using them as money-savers. It's immoral and it does the council no favours.

making it into a home for young people with disabilities makes sense as it is equipped to do this, and it may provide better value for money than paying for out of County placements.

To keep the Getaway service as it is or run it as a dual registration home to support both short break and LAC for young people with disabilities

The Getaway plays an important part in a young person's life, they can enjoy outings and visit places that parents struggle to take them

The Getaway is a safe, welcoming space, where are young people feel accepted and understood. A basic right that all people should have. It would be such a shame to close this service, taking basic rights from our young people, who haven't been given a voice about this.

While there is a desperate need for LA residential resources to enable children whose needs cannot be met by care in their family this should not be provided at the risk of removing services from other families also in extreme need.

Reimbursement of lost expenditure on PPE. Reduce tax evasions. I am sure that will create more than enough financial boost to our services and other areas such as our NHS etc that is in dire need of more support.

I believe that you have already made your decisions regarding the outcome of The Outback and The Getaway and our views will not be taken into consideration neither will the views of the families and their children and you will proceed to cut this valuable and much needed service anyway. This will no doubt lead to families breaking down because they are not getting that much needed support which will lead to more children being taken in to care full time and as there are no beds in Derbyshire for these children you will have to place them in to the private sector and pay their extortionate fees and the whole cycle will start again.

Respite and breaks away from home and into another environment, is essential for young people with complex and severe disabilities. It helps them to achieve a better quality of life according to the PERMA model and it helps to improve long term outcomes in terms of their mental and physical health. Such breaks also give parents and carers the opportunity to take a break for themselves, whereas otherwise they are often providing 24/7 care with no break at all. This is essential to prevent family breakdown, carer fatigue, and potential abuse of young people with complex and severe disabilities. If you were to stop this service altogether you have to understand and be accountable for the potential devastating consequences that you would cause in the process. Its important to note that many families cannot go on holiday for several reasons including, lack of availability of suitable accommodation, location, price of travel insurance, flight policies and so on.

No consideration for families that do rely on the support of the getaways. Personally I know I would be devastated if I knew cuts were being made without consideration. Families emotions, patients and care is obviously not of importance. Plus the care workers actually loosing their jobs because of cut backs. Money should not be an issue if the council actually cared. Alot of people are going to be effected, (horrible thing to say but)there could be deaths, neglect or lack of care due to not having respite. Obviously these are not of impotence though.

Without short term breaks being provided within Derbyshire, more families are likely to enter crisis which would result in more children needing to be placed in full time care. Short term breaks provide an invaluable service to young people & families & provide stable, supportive environments where other services can work with experienced staff to work towards positive outcomes for young people & reduce the need for young people to be placed into full time care. The Getaway could be changed to be a similar provision to Peak Lodge. If more bedrooms were made available/added, half of the service could continue to provide short term breaks & the other half could provide looked after/cared for services. If money was spent on expanding all three provisions in Derbyshire to enable all to provide the same number of beds as Peak Lodge (for looked after & short term breaks) then we would be able to reduce the need for placing children out of county, prevent families from going into crisis/breaking down. This would save Derbyshire County Council a significant amount of money in the long term. Removing/reducing short term breaks will cost the council much more money in a very short period of time, and over a long period of time the costs related to supporting families that have reached crisis & break down due to removal/lack of services will be catastrophic. We will see an increase in safeguarding cases, potential physical & emotional harm to children & young people, serious case reviews, children needing to be placed in full time care, parental mental health issues, and ultimately an increase in DCC spending. Cutting/reducing services will place children and families at risk.

The Getaway provides a crucially important service to lots of families who need respite support. Removing this provision will mean more families within our region will reach crisis point and require further intensive services, who are experiencing high demand and often have long waiting lists.

Alot of young people and families would struggle greatly if the Getaway did not offer the short break service any more.

Don't cut services for disabled children, please

The Getaway short breaks service is a life line to struggling families, prevented family breakdown and helping to support families to make changes required in CP plans.

Make the cuts in other areas and leave this alone

Don't change it!

I don't think it needs to change or close the kids are happy and shouldn't that be at the forefront and of everything!

Keep services within the LA. Using private providers is a short sighted decision which will cost more in the long term and perpetuates the financially driven care of vulnerable children.

It would be heartbreaking for a friend's grandson who attends regularly. It's a life line for his family . He loves it there , it's like a little etc family . His parents get a break that they fully deserve. Parents can relax with the knowledge there son is save and happy .

Bad decision yet again from the council

Wrong! Derbyshire County Council should think about other priorities such as how they waste money on agency workers and ridiculous furniture etc before cutting services that are so desperately needed! They should start thinking about care and putting people's needs before Budgets.

This seems very short sighted

They are vital to young people and families.

It needs to be local authority ran as it will have better oversight and accountability. the buildings need to provide the right setting for young people with LD and ASD: safe, familiar, all needs met. It needs to be a regular place so that young people know what to expect. If you don't provide on going short breaks you will have more family breakdowns which will be more costly.

Short breaks are a lifeline for parents with disabled children.

I agree that if second option was taken up this could save potentially a vast amount of money due to private residential costings being high. If you were able to lower costings by running it as a residential, the finances saved could be used to run short breaks from a different location so families are still getting the help they desperately need and it still be more cost effective than potentially 3 children in private residential.

Families and children currently using the service need it to carry on to support both the children, families and siblings

There should be more homes like the getaway- not less.

Would a 3 bedded residential service save much financially? stopping short breaks for families put more pressure on them and impact home/family life to the point of potential breakdown

These limited services are lifesaving for some families. We need more of these - not less. I feel any reduction in the provision would be counterproductive and lead to increased costs to the council and to society in general. It's disappointing that after so many years of the plights of these families being highlighted after major incidents/ scandals nationally that these most vulnerable are being targeted within Derbyshire for cuts. I strongly disagree with these proposals.

A lot of the families are at breaking/crisis point just to request respite for their young person this will certainly impact on a lot of lives.

I am not opposed to having more in-house full time placements, but I do worry about the knock on effect to short breaks provision.

I feel the getaway needs to be able to continue to provide short break care as ultimately this service will prevent some families from going into crisis and save money on costly placements when there is family breakdown

I am deeply concerned about the impact this will have on the families I work with and the families who use this service and services like this. I am worried about the increased pressure this will put on schools and other services and the safeguarding risks this could lead to within families who are already under a lot of strain and pressure.

You need to stop cutting back on services for disabled people and vulnerable children and instead cut your own managerial workforce and salary bill. There were DCC jobs advertised this week at £75k and cutting services when you offer these kinds of wages is immoral.

It is sad that many valuable services are now being reduced affecting young people with vulnerabilities. There are little services such as this available to young people and families and the inclusion gap will be growing exponentially.

The capacity should be increased not reduced, early help respite care will help families cope better and stay together

<p>The Outback is a unique setting and service supporting children with special needs and there is no other services out there that can offer the tailored support the Outback does. I feel the council does not understand the service and have seen it as an easy cut because of this. This service has prevented endless family's from breaking down and supported many families to live with children with complex needs ensuring they go on to have better life opportunities. This service is exactly the proactive service we should be championing and definitely should not be cut.</p>
<p>If these families don't get the Care and counselling they need they will break, and then you get more problems in the future as Family units breaking down.</p>
<p>All very short sighted - you need to invest money to save money. We'll just end up with more children needing expensive, out of county, full time residential care.</p>
<p>Families need this service</p>
<p>Please put yourself in the position of these families, who will face struggles on a daily even hourly basis. How would you cope knowing that any help you receive maybe taken away from you. Also how is it possible to know for certain these breaks will happen elsewhere when other home, buildings and services are being cut left right and centre.</p>
<p>I think changing or closing all beds at the getaway is short sighted ...I worry as to how families are going to cope</p>
<p>Needs of the child to be taken into consideration. Distance travelled. Staffing and experience. Keep Derbyshire children within Derbyshire</p>
<p>I'm feeling devastated that the possibility of closing short break is real. I'm worried that children that are not LAC will become soon after.</p>
<p>It is currently quite good system that families are dependent on why change?</p>
<p>While council budget constraints loom, slashing funds here feels like a cruel blow. The world shrinks for these children with every cut, denying them access to essential care and support they cannot find elsewhere. Change may be inevitable, but it must be thoughtful. Weekend/holiday clubs could offer respite for families excluded from short breaks, alleviating their relentless burden. Many of these children know no rest. Their families yearn for a single night of sleep, a basic need denied them. The toll of sleep deprivation is unfathomable, yet it is their daily reality. Families teeter on the brink, clinging to these short breaks as a lifeline. Each stay becomes a countdown, a fragile thread keeping them from full-time care. As an employee, I see avenues for efficiency without sacrificing essential services. Yet, this consultation feels futile, as if the fate of the Getaway has already been sealed. It's a formality, a bitter pill to swallow.</p>
<p>Continue the serve as at present.</p>
<p>I think getaway provides an excellent service to the children and families they support & to take it away would be the complete wrong decision.</p>

Appendix 3 - Q8: Please provide any additional comments or suggestions you have regarding the proposed changes to the Outback service

Responses from Members of the Public

The outback provide significant support for parenting assessments including for court, would these have to be sourced externally which is very expensive

I agree that the service needs to include these proposals. However the service also needs to be more proactive and provide support from an early age. There needs to be ongoing long term support to help families address both the emotional and practical impacts. Short term packages of support fail to work for most families, and the department then ends up providing reactive solutions. Families need practical ongoing long term support to address their changing needs. The service needs a proactive approach from the time of childs diagnosis to help support both the families/ child and equip them with the tools and emotional support on their journey. The service needs to include parenting courses and support groups which parents / carers can access. The proposals don't identify who will be responsible for completing and over seeing parenting assessments. However a proactive approach would help eliminate/ reduce the need for these assessments, as they are often part of a reactive solution and may well otherwise, have been avoided, if the appropriate level of support had been provided and maintained.

The outback service currently provide an exemplary service to many families and young poeple. The staff team are extremely skilled and will easily be able to adapt to the new proposals.

The outback is an invaluable service to children and their families. It was create further negative impact on the future of children if this was to close

It will be a huge loss to the children in the community if this service was to go.

I think that it would be a huge mistake to get rid of this service

I think the service they provide already is superb and benefits many people

Outback supports many families including that of a friend of my family and I know that support is vital for them as a family for their wellbeing. To close this service would be an absolute disgrace

I agree with the sentiment of the idea of stopping children going into care but in reality that would be a long way off. What about the children in care right now? There has to be some sort of transition period.

Short stays/ respite stays for children of some families are critical to them being able to sustain family life at home. If you think changing the way the service is provided is 'the way forward' then test this out by offering them a place in the proposed format and evaluate how that works for all stakeholders.

Reducing services in this area is abominable. The government will waste millions in areas which provide no value yet restrict critical services to people in dire need of support.

Support must still be offered to families in crisis without loss of funding a safe caring family environment for every disabled child must be a council priority

Once again why is the worst in society that have to suffer. Too many managers, to many rules, too much paperwork! Try a complete restructure of all services and save this one as much as possible

Why would you change a service that benefits many families that are struggling. You should spend better and use dcc funding in the correct way and stop wasting tax payers hard earned cash

The support the Outback teams are giving is invaluable much as I agree with the change but I would think long and hard before making any decisions as they are doing an amazing and valuable role in supporting families with difficulties

Mealy mouthed words that mean nothing. Continue with this very necessary service and make savings elsewhere.

The Outback Service currently provides essential care and support to children with disabilities and their families who, without this service would go into crisis and would further burden the care system and incur higher costs than this service currently costs. The Outback Team deals with families before they go into crisis and therefore prevents significantly higher costs long term. Short term policies cost more as it more expensive to recover than prevent families going into crisis and children going into care, which also effects their long term opportunities in life.

We really be more advantageous to the family and children to remain as is

There should be adequate facilities for both, both are very important but I strongly disagree with getting rid of one service there to provide another .

If you close the outback, you'll have a lot more work on your hands that you don't realise. Children and families rely so much on this service, a vital aspect of their lives and are a part of their community. If you close the Outback, families will reach crisis a lot sooner with no support, causing more children to potentially go into care. In the long run this is more money and seems like a total waste of your time. If the cut backs are about money, you should probably start at the top (management) and then work your way down instead of find ways around it that dramatically effect families and their children.

Look elsewhere ! Why close a fantastic facility ? The new proposal is excellent but open another building, do not close one for the sake of another.

You are basically proposing to cut back on services where there is an ever increasing demand. This government, with its ignorance and disregard for vulnerable families, should hang its head in shame. This service has recently been nominated for an award. The county needs this service in its current format. Removing or 'streamlining' this service, or whatever name you want to give it, will have a major knock on effect in other areas, no doubt costing society more in the longer term.

Closing this service will have a massive effect of the children and their families. Without this support they will feel they have lost their independence and put a strain on the family. It is vital these children have continued support

Where is the support for the children and families going to come from if the Outback is closed? I worry for their wellbeing and don't even want to think about what will happen for those poor families that do not get the proper support and respite that they require. I think even considering closing down this service over anything else is ridiculous.

Just keep things as they are

This service is very important and would if changed affect so many families which would be disastrous.

I feel like it would be a very bad idea for the Outback service to close or stop.

Assuming that improved service to prevent family breakdown would prevent disabled children needed care facilities is extremely naive. There may be an improvement but some care will always be needed no matter how good the prevention of breakdown service is. I suspect that accommodation for 10 children wouldn't be 10 times the cost of accommodation for 1 child so removing the service altogether is simply false economy and misleading.

Obviously not run properly if your considering closure. Probably accountants considering this who are not actually in the service centre. Remove staff whom are not practical and it will succeed

as long as this dovetails in with the other proposal to utilise other spaces for short breaks as this is an important service and to loose all short break facilities in favour of other different support is counter productive

It won't happen, part of the service will be withdrawn and the proposals not put in place

This will be very bad for already disadvantaged family's

The Outback provides specialist support that is not easily replicated and if lost would have a significant impact on disabled children who are in need in Derbyshire. This is valuable in preventing family breakdown. In terms of point 7 is this not what Outback already undertake as outlined in overview? therefore feel that this question is slightly ambiguous and not clear on what you are proposing to change. I would strongly disagree with outback shutting entirely. The specialism the staff team has is highly valuable and to tender out would not produce value for money. The work on parenting, work with SW colleagues and health is invaluable. Has an impact assessment been carried out by someone with a disability background?

It appears to me that closing the Outback service would severely reduce your ability to prevent vulnerable families and children with disabilities from falling into a crisis situation with far worse outcomes for them. It seems short sighted and badly thought out.

i think the outback do a very good job as they are and that their service does not need to change. however if the service has to change i believe the staff are skilled and professional and they will still have a focus on young people and their families. from what i know about the outback they have helped many families and supported them to make changes themselves.

I have seen first hand the positive impact the Outback has had on a family in my street. The staff have been wonderful and helped the Mum and Dad and as a result they have managed to reunite as a family unit. No other professionals have ever made progress but the Outback staff did!!!!

STOP. STOP. STOP. you are all despicable.

There are more and more families struggling with the stress and pressures of everyday life and many are becoming more and more vulnerable because of this and they need support and help to navigate through the problems

The outback are an essential service for families on the edge of crisis. If this service is removed the results will be devastating and far reaching.

I think families using The Outback would be devastated at it closing & their futures would be massively affected causing major trauma to their lives without this support.

'I really am aghast that you are considering stopping these services, and I do not use them. I suggest to save money you cut the pay of the people who suggested this absurd proposal.

Change this is going to cause families to break down and more children in care

Kids with special needs need a place like this..

Needs to remain the same

My main concern is that it will end up putting pressure on other services that are already struggling

I have no knowledge of the Outback service so cannot comment other than to say please do not cut services.

This form of action could put disabled people on the streets

Keep services as they are.

Strongly disagree

Families already at breaking point, jumping through hoops to get the smallest amount of help that, they so desperately need. It is already hard to even get the help from these services (I should no I've been trying for the last 10 years getting past from pillow to post) This will just make it even harder. Instead of short breaks why not give the Families just one night instead of some families getting multiple nights a month and others getting no help at all. If you knew how it would feel to just get one night, one night were you wasn't physically and mentally on the go caring for your child. Parents already feel they are failures just by asking for the help in the first place. I know money is the main issue so why not give more people the option if they really need the night break to pay for this themselves.

The outback provides respite for families who face daily challenges with their disabled children. It provides a safe and welcoming environment for young people to have a break from their everyday life.

It would have a negative impact for all concerned if the service closed. I am aware of the amazing service they provide and the devastating effect it would have in the event of closure.

I am aware that the outback team do some magnificent work to support often vulnerable families with children with disabilities. The workers are skilled and experienced and offer a fantastic service. My understanding is that the outback is more to prevent crisis' occurring, personally I feel that prevention is better than the cure (crisis management). I believe that the outback team do however do some crisis management (to a high standard) and that one of the proposed changes to the service would be to increase the crisis management offering. The Outback team are well placed to do this as they don't work 9-5, Monday to Friday, they work unsociable hours and weekends. Crisis don't just happen during the working day/week.

Services aimed at provision for disabled children and their families are already stretched to meet demand.

I think the outback services provides an amazing facility and I don't think the amount of care and time will be provided for those who need it if it's closed.

It would be a terrible thing for this service to close down for users and their families as well as the workers. This is a service that is needed

I am aware the outback do this kind of work and I definitely disagree with closure as I think the work is essential. The workers are experienced and will deal well with change if it is required.
If change is essential and the amendments cannot be avoided I know the team will use their experience and expertise to make it a success.
Ridiculous
There are other organisations which can be used for respite
Leave it alone ..too many cuts to vulnerable people already hapoening ...should be ashamed
Cutting services for the most vulnerable will simply end up with morec child deaths. More injuries. More poverty. You should be ashamed of yourselves.
To reduce the support to only crisis is a very negative response to supporting children and their families
I would the Outback service to include short breaks for children.

Responses from Service Users/Other Respondents

Closing short breaks how am I meant to function and be a mother on the little sleep I get with my son? It isnt heathly and I will break. I want to keep my family and this service helps us do so. It re charges me and keeps us all going. The benefits to this support for my family i just can't put into words how much we need this.
It's a great idea to give children and carers a break, to offer support by trained staff and to work to keep families together. Many families are very grateful for the support already received via Outback and wouldn't have managed without the service. The service is second to none
I rely on the outback services to help support me in looking after my child, if any of the help we receive is cut I would be forced to look at a full time placement for my child
Again a great shame as it offers a tremendous support
I am a parent of 3 children with a disabilities. The Outback have supported me and my family and I feel without there service and support my family would not be where they were now. One child is in fostercare at the moment and looking to transition home. The Outback have supported us through nurture sessions providing advice and support and building our family relationships. I feel that this has been an essential service and has prevented family breakdown. I feel if you take this away many famiies will struggle.

As mentioned above, my son loves going there and loves the staff he works with him. He started high school in September 2023 which isn't the right placement for him as they don't go out into the community which his old school did every day. He is now very reluctant to go out in the community with us as a family due to this, he has been put on medication to try to deal with just going to school but the Getaway for him is the only place that he will go and enjoy currently since starting the new school last September. To take away the Getaway would mean he won't go anywhere other than school (which is very difficult to get him there) and as a family we would be "stuck" in home all the time. The Getaway have taught my son a lot of independence, supported us through all the issues that have come our way since September 2023. Going back to before the school change, he was so much more independent, loved accessing the community with the staff at the getaway, has a very strong and close relationship with all staff. They taught him and worked with him so hard to be able to do more with him. We as a family can't thank them enough. To take the short breaks away for us as a family means that we would have no "break" at all, we won't be able to spend anytime with my other children. The short breaks they provide have helped keep our family together as it was at breaking point before he started the Getaway. We have built strong relationships with the Getaway and it's like my son's going to family, he currently asks to go (he's non verbal but has an iPad that he uses to tell us what he wants), he loves to go and we as a family feel comfortable, trusting, confident that xxxxx is well looked after and cared for. We don't worry anymore like we used to as we know he's in the best of hands with them. If you were to close the Getaway ;to short breaks our family would probably break down. For xxxxx it would be very very difficult for him to understand why he's not going there anymore. If he ever did understand. I plead with you not to close the Getaway for short breaks, it's an amazing place and the staff that work there are amazing people. It would be very sad to see that happen. I have a suggestion that I'd like to put forward that is, if parents made contributions to the Getaway for our children to still attend and be able to access it, I for one would have no issues with that as the place is amazing! If the contributions are towards running costs, trips out, food etc. it would be so so hard for children like ours to restart somewhere else and we would personally lose our family as it would separate because the short breaks saved us when he first started. So please don't take it away from us.

Children with autism and learning disabilities don't like change. They need to feel safe, involved and with staff who are consistent, well trained and are aware of their needs. Without the service my family would have broken down many years ago.

This sounds like a good idea which will be beneficial to the wider community. I know that the Outback team are a strong team and very passionate about their work. It will be an absolute travesty if the Outback closes altogether, I don't think many people realise the impact they have for people in their care, why would we close down such an amazing service? Even if there are changes to their role, they need to be able to continue their fantastic work. They have provided a high standard of care to many families and improved the outcomes of many children/families lives

If such a change in approach protects the positions of trained existing staff it might be worthy of consideration but not if it is out-sourced.

Don't stop funding it! In fact, put more funding into it.
Make your cuts somewhere else. Cutting support to families that need it the most will be counter productive
Why are you cutting critical services.
I find it very disappointing that these 2 places are considering of closing we have never found anywhere else suitable for our young person to go after school where he can be himself and have that little bit of independence without us. He absolutely loves his stays and I get big smiles as we drive through the gates and he sees his team waiting for him.
Agree that the most critical care cases should be addressed first so understand that this should be a focus for Outback service. However by reducing early intervention and leaving vulnerable children/families without support until it becomes critical is incredibly short sighted and will just increase the number of families needing critical support and put many more vulnerable children at risk. This must be a safeguarding concern. Those who don't have to live daily with the challenges having a disabled child brings cannot begin to understand how important having support is. Many families end up cut off from daily life with no support or respite.
I hope you have deep pockets for when it goes pear shaped.
Families need all services to stay as they are, people depend on them.
Its a much needed break for the parents. Whos child doesn't sleep well and wakes in the night. Then stays a wake.
Our son was turned away by these activity clubs.
Short breaks is essential for family's ect Getaway is needed
What are the expected savings under the new proposals? Has the monetary cost of impact been calculated?
This service helps children which are in need of the service!
How would you fund, putting back in to play everything you ve spent decades closing. What would be the criteria level, how many families could this venture reach. ? It's the carrot to get people to agree to closures in hope something else will follow! It never does!!!
Once again a suggestion that targets the most vulnerable families in society. We need more funding, not less.
Absolutely ridiculous....this is one of the key services that should be red ringed
I personally think it's absolutely outrageous as there aren't many institutions at all that take on special needs children so it really hinders the vulnerable children as well as their families as there's very limited support.
I agree that services should prioritise helping families at risk of breakdown and long term care placements. But reducing any services that help prevent families getting into those circumstances is inevitably detrimental

It might only be for a few hours, but the families gain so much from this service. The children are catered to based on individual needs in a safe environment whilst other children of the family get one to one time with parents that they wouldn't otherwise get to do 'normal' things like going to the shops or having friends over which wouldn't normally happen. Because of this service, my other child was able to have her first ever birthday party.

Because of this service, we can have her friends round and doors open in the house without safety fears for just those few hours a week which makes such a huge impact on everyone. And the best thing is, at collection time my child has a massive smile on her face which means the world.

The outback as a provision and as a staff team has been an incredible life line to our family. The potential closure is utterly devastating and would have such a detrimental impact on both my children who access this service. Living with children with disabilities is an extremely challenging and exhausted situation to find yourself in. The outback offer so much in the way of care, support, knowledge, resources and a safe place where my children are now thriving! Without the outback my children would have no support out of our home and would have no interaction from anyone with the knowledge and skill set the team at the outback have. Absolutely devastated at the thought that the centre could close all together and or the fact we may not meet the new criteria for my children to continue accessing if it remains open. Support for children and families with disabilities is extremely limited within Derbyshire and to look at closing such a wonderful provision just adds to the lack of understanding Derbyshire county council has for children with disabilities.

Simply if it's not broken why try to fix it. Utterly shameful that this is even being discussed. The Outback is an incredible place where my child feels safe, engaged well and have shown great signs of progression since starting there. Not only our my children thriving but this also offers valuable time for myself and my partner to complete very simple tasks which otherwise would not be possible. The support from the whole team has been second to none and we are devastated that there could be a permanent closure or we would be unable to access the Outback due to not meeting the new criteria.

Focussing at the higher level and removing lower level support will push more families into the higher levels at a detrimental to them and other services.

For families with disabled children with complex needs early and consistent respite support is required to prevent family breakdown/up and children going into residential care. Emergency intervention will just cover up the cracks for short periods. In our case we are raising 3 children and our 1 child's disability effectively disables the choices and chances of the siblings with out the right level of support. Whether the Getaway could be better utilised and provide a greater amount of support to others families I am sure it could. But, without the respite it provides - it will lead to a greater number of family breakdowns and more children that entering residential care. I would strongly urge the council to reconsider this decision.

The Outback plays a key role in supporting children and families across Derbyshire to stay together as a family and bring about positive change. We cannot lose this vital service that also supports many children that are in child protection processes.

You are cutting the service to be so small it isn't going to be effective in the work it does, Community activities are being shrunk due to the money spent in the council. Consideration needs to be at senior management level and not on the ground floor from those supporting families and vulnerable children.

Again another very important service to the parents and young people. Short breaks are very much a needed service, it is good that the Outback can offer the support that is needed to help the families and young people.

This service currently supports so many young people and families and works preventing family breakdown and provides support and advice to many families with children with disabilities.

The Outback has been providing vital support to vulnerable families for many years, these families who were struggling with their parenting, important respite and that role modelling behaviour support that has is much needed to bring about positive changes to their parenting. Providing targeted, holistic wraparound support to families to build resilience and reduce the risks of family breakdown and children entering full time residential care is such a huge thing to then no longer have that will no doubt have a massive knock on affect to the families that have been supported over the years. The team have many skills which have been of benefit to families that have been supported and helped, the team have also grown in confidence in providing what's been needed. To close The Outback would have devastating consequences to the families that currently rely on their help and support.

The Outback Service already provide and undertake this level of work to support families in crisis and families that need the support before they hit crisis. If you were to close The Outback service this would create an increased pressure on other service resulting in more worker burn out, low worker self esteem for fearing they can not do their job properly to support families, more staff sickness from time off and impact on job retention rates. The Outback service provides an invaluable level of support to children and their families and this is a service that needs to remain in place so they can continue to support families across Derbyshire.

The Outback offers a unique service to children, young people and their families with disabilities. The service has years of success working with families in need of support, on the edge of care, in PLO and Child Protection. The team are highly skilled and committed to making and sustaining change for all of the families they support. They work with both children and their parents, unlike the recently formed Stronger Families, Safer Childrens Team, that only works with parents (not children) and doesn't work out of the Monday to Friday 9-5pm hours of work. The Outback staff are extremely flexible and work from early morning to late evening to meet the needs of their families. The holistic approach that The Outback offers allows families to effect change together. The teamwork is excellent and between them they have a vast variety of skills to support the most challenging of situations. The Outback have provided emergency support on so many occasions to families in need of crisis intervention and go hand in hand to support the Children with Disabilities Social Work Team. The Outback work tirelessly to ensure that they do the very best for our families. The Family Support Service is invaluable to our families that need daily support in the home to allow them to keep their children at home, where they are loved and cared for, and in turn this service alone saves DCC thousands of pounds keeping children out of full-time care. Closing The Outback makes no sense at all. I was absolutely astounded to hear that this was a proposal of the cuts. Without The Outback, there will be so many families with no support and this will end up in further crisis and children requiring full time care placements. I think it would be good for SMT to really understand the impact of closure and spend some time understanding what an amazing service The Outback is.

The vast range of work and support that The Outback service provide not only to vulnerable children and their families but to other professionals is second to none and valued by many. Without this service there is no doubt that many families would fall into crisis and suffer as a result. The Outback workers always go above and beyond to ensure the welfare of the families in a caring and supportive non judgemental way. This is something that is commented on regularly by the families and professionals that we work with.

Early Help= prevention of family breakdown. Hands on support for families is key.

I feel that this service is needed and valuable to the families of children with disabilities

The Outback needs to stay open it is a really experienced, valued team who focus work on individual families and cater to individual needs. Workers build up great relationships with parents children and siblings and offer an all round comprehensive service. They get fantastic results and really make a difference to peoples lives. They visit early mornings, late evenings and weekends to observe a get a true understanding of a families strengths and weaknesses. Compare this to the Stronger Families Team who do not even visit children at school or home when they are working with a family !! How can this work !! They see parents whilst the children are at school and that is it.

The Outback used to offer group activities which was extremely successful. They also offered a short break by taking the children on holidays. This was also successful and much needed support to families.

Domestic support can be commissioned cheaper externally. Activity clubs can also be commissioned cheaper externally. Outback should be used to focus supporting the social work team in order to prevent children coming into care and continue to undertake parenting assessments.

The impact of losing early help will result in more family break down

The Outback have always for many years provided the support our young disabled people require. They can offer the hands-on support that social care workers on the frontline, do not have time to offer. To lose this service would be a great shame and would put more pressure on already stretched social care workers. The ripple effect could be that many frontline workers leave, leaving more pressure on the service. The Outback used to offer more group activities and more 1:1 support than they have been able to do in years and this was a bonus to children and parents around Derbyshire.

Domestic support and clubs can also be commissioned externally which may be cheaper.

The Outback would be better used to support the social work team specifically children with disabilities in order to undertake parenting assessments, facilitate emergency/crisis work in order to prevent children coming into care or being on the edge of care.

My only experience in using Outback is the personal care service they offer for a child in their own home. The quality and experience of the staff is exceptional. They are experienced Carers, well supervised and professional - I have not seen this in private sector care agencies. They have provided reliable care and prevented the child from going into residential care.

Think the above services are really important but it is so important that we don't dilute services that are so needed in our area.

The care provided to disabled children by Outback Services is vital in ensuring DCC child care services have skilled staff to support complex needs children, an area of need most staff in mainstream teams would say they don't understand how to meet those needs never mind assess them. The pressure on mainstream services will increase if this service is discontinued.

We currently offer such a wide range of services for so many families, we are extremely flexible with our services we offer and have a wide variety of team skills, we always go above and beyond not just because it's our job role but because we care about the families we work with. What you are proposing is absurd, we wouldn't be able to help families to the extent we do now and we would be restricted by a "model" of work (stronger families model) which through experience of over the past couple of months clearly doesn't work and isn't effective.

i think the service should be looking at both short breaks and the above proactive measures

Would the Outback staff be providing the face to face support with the children?

The level of support appears to be very reduced, is this enough to stop families reaching crisis. Will the services above be at the times when families and children need it most the Outback will lose its flexibility.

First and foremost is the care of the young people. They should be the most important consideration in any changes to The Outback service. Surely it is most cost effective for a young person to stay in their home if possible rather than under the local authority. Why is the Outback Survey different to the Getaways?

Early intervention for families is a vital part of our service. Carrying out these assessments does prevent children coming into fulltime care. This promotes less pressure on the authority in having to place children into care.

I believe flexibility in it's service to allow change within the market if required but the described list is important preventative work.

Again where do these people who live in chesterfield go . Cut backs do not improve this situation it just makes their lives harder . Maybe give people at the top of the tree a smaller rise in pay !

The outback service is a lifeline for some families, it shouldn't just be offered to those who are at risk of family breakdown

Respite care outside of the home can be extremely important for families with children with SEND or challenging behaviour. Families and childcare need a break especially when parents are caring for their child 24/7.

The outback should remain open but I believe services on offer needs to change and job roles/pay grades need to be looked at. The building is never available to support family time even if supervising workers are provided. Any type of work requested, referrers are just told they do not have capacity to take on work.

I am not sure what the outback actually provide to the families of Derbyshire. More groups for disabled children need to be made available at weekends and in the school holidays. If we are taking away support packages for families and direct payments something else need to be developed to stop families falling apart, the 2-3 hour low level support packages are a real lifeline to some families and prevent breakdown.

This proposal sounds at least like it will be beneficial, however the list of services has shrunk dramatically from what you currently offer.

I think this is a really short sighted proposal, I work in a special needs school and the Outback is used by many of our pupils. Without this I believe there will be huge impact on the mental health of the children/young people, their parents/carers and any siblings etc and will very likely lead to much higher longer term costs such as potentially an increase in the need for foster care/NHS support services. This will also mean that already overstretched areas (education and social care etc) will be forced to step in to provide more support (pastoral, early help) without any additional funding. Everyone understands that budgets are tight these days but children/young people with special needs or disabilities and their families need support and it is financially short sighted to remove any sort of early help offer from them or making it harder to access. This also contradicts the UN convention of rights 'Article 23 (children with a disability) A child with a disability has the right to live a full and decent life with dignity and, as far as possible, independence and to play an active part in the community. Governments must do all they can to support disabled. children and their families. ' and also 'Article 3 (best interests of the child) The best interests of the child must be a top priority in all decisions and actions that affect children'

services and support should not be removed from families who are struggling a short break for some is a life line

Leave things as they are because it is working very well as it is.

Whilst it is positive that there would be more day activities and home support, this does not negate the need for an overnight short break. Parents need time to recuperate, especially if their child has very disturbed sleep. Day activities and support does not help this.

The service which the outback is essential, the savings it makes in already avoiding critical care needs will be huge, although I'm sure you wouldn't want to admit that.

You have to take into consideration the work which is already been undertaken at The outback. The outback is one of the best teams within Derbyshire. They do targeted pieces of work for children and families with disabilities, off domestic services for families who are struggling, they also undertake parenting assessments and supervised family times. They are a multifaceted team who are making direct and impactful change across Derbyshire. To close this service would be to the detriment of disabled children's social care team! They have supported alongside the social care team, holding low-level cases and managing children and child in need plans. The long and short of it is these people within the team are unqualified social workers who are making lives easier for the social work team across Derbyshire. The team is headed up by one of the most skilled and empathetic managers I have ever met across Derbyshire. To lose this team Would be absurd these are people that I consider to be an integral team within Derbyshire. Why there is not more teams like this team across Derbyshire baffles me as they truly are making a difference to peoples lives. They feed into child protection conferences as well as complex cases. They have already worked alongside of variety families to prevent family Breakdown and worked across Derbyshire alongside a pleasure of different teams to ensure they are the most knowledgeable and forwardthinking colleagues who genuinely work in a child focused and family centred way.

To reduce the offer of short break care at getaway I feel you need to keep outback services as these will help prevent the need for short breaks and residential care.

Who is going to pick up the parenting assessments and supervised contacts? The social work team who are already under resourced, under staffed and who you are unable to retain?

The expertise and advice that Outback staff have to be able to help families respond to the extremely complex needs of children is crucial and vital. Families need someone in their home modelling how to respond in crisis. A six week parenting course is not suitable for a child with significant disability and multiple needs. Assessment and intervention is needed to prevent long term care. Again this is an essential service to support family relationships and care continuing in the home.

It is important that there is that strong service of support for families within the local area.

I think once you start diluting a service such as the outback children on the edge of care will suffer

Just like with Early Years proposal you are looking at decimating a important service provided by the LA to Children and their families (Targeting the most vulnerable residents is a clear breach of the DCC Constitution)

Preventing family breakdown and children coming in to care is great but there are so many families that need all of the other support that the Outback currently give that this would have a big impact on the families who currently need then and those who will in the future.

If you cut stb for children with disabilities you will push more families in to crisis more serious case reviews with you failings and more children being taken in to full tome residential services.

Community access and work in the home is crucial for families to prevent breakdown/to help understand challenges that might be behaviour

I don't think the Outback should be closed fully. I agree to the extra services to be provided. But it still needs to remain open for disabled children.

I think the council should look elsewhere to make financial cuts and should prioritise services for disabled children and their carers.

The outback do some amazing early help support that can stop young people actually going into care. The parenting assessment offer positive support for families and enable the families to stay together.

this service needs to continue

The additional services are needed but removal of services from families with disabled children will result in more family breakdown

Families need this service. Closing these services will only create more children in care and breakdowns of families. This will create a bigger financial impact.

The proposal is not fair to everyone there is no one-size-fits-all approach"

These service are vital

This is just ludicrous! How on earth could you even consider making changes!

Providing group care (activity clubs) can reduce the amount of young people/families that need short term breaks. By providing regular group activities supported by experienced and specially trained staff can provide parents with regular respite. This can prevent some families from needing to seek overnight stay as it provides them with regular periods of time to recharge which helps to increase their personal resilience and their ability to care for their complex young people. It would also provides a safeguarding measure as staff would be able to observe and interact with more young people away from family homes in a safe, supportive environment. Activity groups would enhance the lives of young people with disabilities, providing them with new experiences, reducing the risk of social isolation, promoting independence and engagement/interaction with others. Providing multiple regular activity groups would increase the number of young people that could access respite in this manner, reaching more families and reducing the need for overnight, short term breaks. Many current private providers do not have the experienced, specially trained staff that The Outback have and do not accept many young people with complex needs. It is important that care is provided by DCC specialist services who document sessions, complete safeguarding referrals, seek consultation/refer to other specialist services when necessary. Trained staff would be able to support communication, personal care, medication administration and the safe management of physical health needs e.g. tube feeds, epilepsy etc. The Outback have the ability to work closely with other specialist services such as CAMHS, specialist schools, police etc to promote information sharing, joined up working and ultimately to safeguard young people. Emergency & crisis support could be managed by the professional & experienced staff within the team. The Outback building has all the facilities needed to care safely for young people with learning disabilities and complex needs, and the use of this service to provide emergency/crisis care for young people with learning disabilities would reduce the pressures on the specialist disabled children's respite/residential services within the county. Domestic support for families (within family homes) significantly reduces family breakdown and is again a safeguarding measure for young people with very complex needs, some of whom are non verbal and need consistency from professionals that work with them & their families. Targeted packages of support from The Outback, an experienced & specially trained team are needed to prevent disabled children & young people from being placed in to care & to prevent family break down, and to provide better opportunities and outcomes for disabled young people.

Closing The Outback would put families in our area under even greater pressure, many of whom will then reach crisis point and require further intensive services.

The outback is an outstanding service to the families of Derbyshire who have children with additional needs. By changing it to a service that provides support to those at potential breakdown leaves a large number of families without support and places increased number of families at risk and vulnerability. This is such a vital service to families, without it there will be many more children coming into care and parents at breaking point.

If you shut respite centres then families are more likely to struggle so this would be the opposite of prevention.

Who would complete parenting assessments?

You are making too many cuts to these kind of support services and what you offer in exchange does not help

The Outback service has proven to offer great quality care, necessary help and guidance on the topic of children with additional needs, has staff who are devoted to these children and seeing their needs met, offering much needed support to adults who so desperately need services like this in order to help care for their children with additional needs (and also allow them time with their additional needs if applicable). Closing such a service would be a clear movement in the direction of disregard for a section of our community who need our help so much.

I think you should add these anyway maybe go to more homes and see what the parents and children have to deal with on a daily they all need a break I have a SEND child but we have no help at all so it's already a mess don't make it worse

An early help service is absolutely crucial to supporting disabled children and their families and keeping them at home. Placements for disabled children are extremely expensive. Reducing preventative services for these families is a short term money saving measure which will inevitably create more issues and cost more money longer term. Treating support effectively is how this service should be delivered, using a tiered approach of intervention.

Ridiculous decision

The Outback still are and have been such a vital support for parents over the years if this is taken away what will the parents do and where will the children go for their short breaks. By closing The Outback this will create a lot of family breakdown and no doubt risk of children being taken into care.

There is a need to add services not remove and replace.

The support in people's homes, emergency/crisis support etc. Should be happening anyway other services shouldn't have to be stopped to allow it to happen!

The Outback provides a vital service in the supporting social workers, Safeguarding children and working with children.

You are waiting until things get critical before providing support - this is unethical!

Also need to provide short term breaks

Families will struggle to access clubs, Running a club for children with disabilities is not that straightforward for lots of families, It is not as easy as putting your child in a car and dropping them off at an activity to enjoy. For example simply getting a child with ASD in a car can be challenging never mind the challenges of getting them there, child joining in activities. Activities being ran would have to either be heavily staffed or ran with a limited amount of children which again is not going to have a positive impact. It would be insightful to know what the emergency crisis support and the targeted packages of support for families and children with disabilities are?

The above ideas might be helpful but there is always the fear that those other services wouldn't emerge or be harder to access for families

I urge you to look at the bigger picture- there is so many families in real need of this support- I believe you should be considering opening more services similar- not less.

stopping assessment and early help/intervention doesn't work. Costs more in the future when families hit crisis and require lots more specialist input at a much higher cost.

I have worked with the Outback and service users of the Outback for many years & again we could do with an increase of the invaluable support they provide - not a reduction. The staff have built up skills over many years and provide a lifeline for many families. Please do not target our most vulnerable and their families who did not choose to have a child with complex needs and disability.

Strongly Disagree

I am concerned about who will be picking up the work that Outback would no longer be completing. Outback have supported many of the families I work with, and I am sure that they have prevented many children coming into full time care.

I feel like the outback should be changed to the criteria above for it to be more useful for children with disabilities as currently their services are not available to most families. I feel that they should be given capacity to offer crisis support as this is most needed.

I think it's appalling that you are even considering closing such a worthwhile service. Families rely on the service massively and it's often the only access they have to support.

Once again Derbyshire is proposing breaking up a staff team who have a specialism and diluting that across the service. The end result is that the service users, in this case children, do not get as good a service as they used to.

There would be a gap in the service available to parents who struggle with caring for their children with disabilities should the service be completely changed. I don't see why there couldn't be a preventing family breakdown practitioner as part of the existing team in order to expand the service not reduce it.

You need to stop cutting back on services for disabled people and vulnerable children and instead cut your own managerial workforce and salary bill. There were DCC jobs advertised this week at £75k and cutting services when you offer these kinds of wages is immoral.

I think those this proposed are important but so are the staff that work at the outback, you are reducing staff in every area, it's going to be the children that suffer. Early help going, 0-5 going and now this! I hope management are going too as you'll have nothing left to manage!

If those services mentioned are fully resourced and supported the right families at the right time this would be very beneficial

Most of this is the work the Outback already to do a very high standard.

Really reluctant in these surveys to give definite answers, in case disagreeing with changing what the outback can offer, gives more weight to the idea of closing it instead. The outback provide a brilliant service and many many families will suffer without it. All of these cuts means families in even greater crisis than they are now, and more children going into expensive residential care over the coming years. Deeply worrying.

The Outback currently provides a high level of care, thought and proactive strategies to help the most vulnerable people and families in society. A lot of the proposals being made are to make these services only available to family's going into crisis. Why not continue to work with families proactively to try and help the need for crisis intervention later down the line. Crisis intervention will only cost more money, which you are fully aware of. These families struggle speak up for the help they need, and the help they eventually get after lots of fighting the social care system, you are now removing. It is shameful.

We should already be doing all of the above

I am concerned that changing the service will put more pressure on families ... the preventive focus will be lost

al disability services working together supporting each other.

There isn't enough support out there for family's don't take it away!

It should be an add on not instead of

This service whilst good in principal will not offer anywhere near thr same level of respite and care for both the service users and their families

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