

## Report to Scrutiny

Item Number:

**Contains Confidential Or Exempt Information**

No

**Subject of Report:**

Short Breaks Service for Children and Young People with Disabilities – Haydock Avenue

**Meeting:**

Scrutiny Review Panel 2 2020/2022 –  
Children’s Services Ofsted Improvements  
1<sup>st</sup> April 2021

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**Cabinet Responsibility:**

Councillor Yvonne Johnson  
Deputy Leader, Schools and Children’s Services

**Director Responsibility:**

Carolyn Fair  
Director of Children’s Services

**Brief:**

To receive an update on the short breaks service for children and young people with disabilities at Haydock Avenue.

**Recommendations:**

The Panel is asked to consider the information provide and make recommendations for further improvements accordingly.

## **1.0 Short Breaks Service for Children and Young People with Disabilities – Haydock Avenue**

### **Background**

- The Council historically provided an in-house short breaks service at Heller House. This was closed in 2016 as part of the Council's savings programme. Since then, up until the opening of Haydock Avenue, the Council spot purchased short breaks services from several independent providers from within Ealing and the neighbouring boroughs.
- Haydock Avenue is a 6-bedded residential short breaks services for children and young people with disabilities (aged 9 to 18 years), delivered from the newly built Council site.
- Capital for the development of the Haydock Avenue site was agreed in Cabinet on 25<sup>th</sup> April 2017, updated on 13<sup>th</sup> February 2018 and 12<sup>th</sup> February 2019 and the works procured in February 2019. The total funding amount is £1.5m general fund and £385,000 from NHS England.
- Action for Children was awarded the tender for the delivery of services in November, following a competitive tender process. The service gained Ofsted registration on 28<sup>th</sup> August 2020.
- The service has been commissioned to provide 900 bed nights over 365 days per year plus flexibility to provide the flexi 1,290 bed nights, emergency placements, short-term care and additional 1:1 support.
- The Contract period is 10 years (from 5<sup>th</sup> August 2020) with the option to extend for two further periods of five years. The total value of the contract over 10 years is £6,021,900.
- The service currently offers up to 900 bed nights per annum. This includes the provision for additional flexible individual support hours on top of the core contracted bed nights if needed. These will be agreed prior to each person's placement.
- Works on the Haydock Avenue site which is owned by the Council were completed on 24<sup>th</sup> August 2020 with a virtual launch of the service taking place on 26<sup>th</sup> November 2020.

### **Referral Process**

The referral process is a graduated process to meet the individual needs of the child and their family.

- Families are provided with comprehensive information on the service. This includes online information and a welcome pack.
- Visits are arranged so that the child and family can view the provision.

- Haydock staff also carry out a home visit to obtain day-to-day information related to the referral.
- The child starts with a tea visit and then progresses to an overnight stay. The length of this process can vary depending on the child's needs.
- Transitions for young people have been bespoke and child-centred.
- The referral process has been developed in partnership with the social work team and documents were adjusted and systems streamlined based on their input.
- Staff at Haydock undertake bespoke training to facilitate supporting children with high medical needs, widening accessibility to the service.

There have been a few teething problems around timescales for progressing referrals, however these are now resolved. Haydock have needed to ensure that the correct information and training is in place as well as ensuring they meet their statutory and regulatory requirements. This has meant that the transitions have been safe and have gone well.

### **Current Position**

There are currently 12 young people that we are aware of and are either working with or progressing:

- 5 young people are accessing overnight respite.
- Child A will start to attend after they have had two planned operations. Their sibling is already attending overnight.
- Child B has been doing introductory visits since December 2020, but we are still waiting for a panel decision for overnights.
- Child C has complex health care needs. A plan has been made with the nursing team for staff training and competency around Jejunostomy feeding. From 29th March 2021, staff will be able to attend their school to be trained by and practice with the school nurse.
- Child D is shielding at present. This will be reviewed in April 2021.
- Child E has had their home visit completed, paperwork in progress. Transition visits to commence from April 2021.
- Child F – referral just received. Parents have visited and liked the home. A home visit is booked.
- Child G – we have been made aware of and are awaiting referral.

## **Future Considerations**

The is significant demand for weekend overnight respite, however the service's ability to meet this demand is limited due to:

- Impact on day provision required the following day.
- Staffing capacity.
- Impact on demand and cost for passenger transport.

Performance indicators are being set and developed to monitor quality, capacity of provision and value for money.

## **Emergency Provision**

- In January 2021, when Haydock first opened, Haydock supported with an emergency placement for a young person where things had reached crisis point.
- This was then followed up with regular overnights and some good partnership working with the social worker, who has been very responsive around some safeguarding concerns raised.
- In addition, The Haydock Service Manager has worked with the Children with Disabilities Team (CWD) to help devise strategies of support and a behaviour support plan for this young person. This has been a positive partnership.
- Also the staff have so far been able to establish positive relationships with the schools under very difficult circumstances.

## **Partnership Working**

There is a good working relation with Haydock, CWD, schools and parents/carers:

- Verbal feedback from and engagement with parents is very positive.
- We are planning to carry out further engagement and co-design with parents and carers.
- The Council continues to develop a positive working relationship with Action for Children, holding weekly meetings.
- The CWD and Ealing Parent Carer Forum meet fortnightly and Haydock is a regular agenda item, including eligibility criteria and scope of service and parental expectations.

## **Impact of Covid-19**

There have been some challenges due to COVID-19 that have impacted on service operation:

- The usual way home visits are conducted has had to be adapted and have been virtual.
- The usual visit to schools as part of the transition process has not been possible and this ordinarily forms a very important part of the information gathering in readiness to welcome children and young people.
- There have been some false starts in terms of young people beginning their transitions due to their need to self-isolate. This has unfortunately caused unplanned delays.
- Despite Haydock being a brand new building, there have been some anticipated snagging issues. Managing this during a pandemic has been challenging.
- Haydock hasn't been able to invite visitors over in the way they would normally, which would help establish and cement working relationships. Getting to know new professional teams and them getting to know us has been challenging.
- Opening during a pandemic has been a challenge. Recruitment has had to be adapted, cleaning regimes intensified and purchasing essential items and furniture was at times problematic.

Haydock managers have needed to think creatively around forming and developing a new team, but this has gone well and the team are very child centred. In addition, training a new team has had its challenges and there has been much more virtual learning than there ordinarily would be.

**2.0 Legal Implications**  
(N/A)

**3.0 Financial Implications**  
This will be updated after a 6-month review.

**4.0 Other Implications**  
N/A.

**5.0 Background papers**  
None.

## Consultation

Name of consultee	Department	Date sent to consultee	Date response received from consultee	Comments appear in report para:
<b>Internal:</b>				
Charles Barnard	Assistant Director, Integrated Early Years, Preventative and Youth Services	22.03.21		
Carolyn Fair	Director of Children's Services	22.03.21		
Lawyer	Director of Legal Services			
Finance Officer	Director of Finance			
Councillor	Cabinet Member for			
<b>External:</b>				
N/A				

## Report History

<b>Decision Type:</b>		<b>Urgency item?</b>	
Non-key Decision		No	
<b>Authorised by Cabinet Member:</b>	<b>Date Report Drafted:</b>	<b>Report Deadline:</b>	<b>Date Report Sent:</b>
N/A			22.03.21
<b>Report No.:</b>	<b>Report Author and Contact for Queries:</b>		
	Ruth Meader Interim Head of Service, Children with Disabilities  Ann-Marie Smith Children's Commissioner		