



**ADULTS AND COMMUNITIES OVERVIEW AND SCRUTINY COMMITTEE**  
**11 NOVEMBER 2019**

**TRANSITIONS – PREPARING FOR ADULTHOOD**

**REPORT OF THE DIRECTOR OF ADULTS AND COMMUNITIES**

**Purpose of report**

- 1 The purpose of this report is to provide the Committee with an overview of the Transitions - Preparing for Adulthood programme.

**Policy Framework and Previous Decisions**

- 2 The Whole Life Disability Strategy and associated protocol for young people with special educational needs or a disability, "Preparing for Adulthood", was approved by the Cabinet on 14 September 2018.
- 3 The Strategy supports the Council's ambitions as established in the Strategic Plan, "Working together for the benefit of everyone: Leicestershire County Council's Strategic Plan 2018-22" which was approved by the County Council in December 2017. The delivery of the Whole Life Disability Strategy will contribute to all five Strategic Plan outcomes and was launched at a public event held at County Hall on 17 May 2019.
- 4 The Preparing for Adulthood protocol has been developed jointly between the Children and Family Services (CFS) and Adults and Communities (A&C) Departments and outlines how children and young people should be involved in decision making, careers advice, the Local Offer, Post-16 programmes and funding arrangements. The Local Offer gives children and young people with special educational needs or disabilities (SEND) and their families information about help and services in Leicestershire. Partners have been engaged in the development of the protocol and pathway that sets out clearly what needs to happen at each stage with a young person.

**Background**

- 5 During 2018, initial facilitation and project scoping identified the priority areas for the Preparing for Adulthood programme, leading to a workstream plan agreed across CFS and A&C in January 2019.
- 6 Key priorities include:
  - Ensuring the availability of appropriate accommodation and support services;
  - Ensuring that staff have the right level of skills to support young people;
  - Projecting future need accurately as young people have increasing levels of need.

- 7 The Preparing for Adulthood Programme Board has been established, is jointly chaired by Assistant Directors from CFS and A&C and has made progress on the Terms of Reference and governance arrangements, including securing representation from the local Clinical Commissioning Groups and the Leicestershire Parent Carer Forum. The Programme Board meets every six weeks.
- 8 The programme has four workstreams that are tasked with delivering the local plan:
  - a) **Accommodation and Support** – To commission provision to enable individuals to be as independent as possible;
  - b) **Communications and Information** – To co-produce communications and information offer to inform the planning of support and services;
  - c) **Processes and Practice** – To align processes and practices for a seamless experience of Preparing for Adulthood with a focus on individual outcomes;
  - d) **Data and Intelligence** – To identify cohorts and make projections for strategic and future service planning and measure the success of the programme.
- 9 Achievements to date include:
  - a) Young People's post-16 Voice Group established with ongoing engagement with specialist colleges. This group aims to enable young people to have a strategic voice by gathering their views and involving them in a systematic way.
  - b) Inter-agency workshops, including engaging Leicestershire Partnership NHS Trust (LPT) have mapped accommodation and support provisions detailing what is currently commissioned and current spend. Commissioning officers will continue to analyse and build on this looking at whether better options can be developed in future.
  - c) A process mapping exercise took place with representatives from CFS, A&C and LPT. Real case studies have been used to identify areas and opportunities for improvement.
  - d) A survey was undertaken to ascertain parent and young people's experience of transitions advice and information, eliciting over 100 responses. As expected, responses showed that sufficient information is not given to help with understanding and planning ahead. The intention is to use the voice of young people and parents as the most effective way to empower people going through transitions in future.
  - e) Discussion on the use of applications to capture the voice of the young person from three technology providers. Proposals focus on the cohort of transition age individuals (14 to 25 years) known to the County Council who are likely to have eligible needs for adult services on reaching 18 years of age. The envisaged outcome would be the use of appropriate technology to embed the young person's voice in multi-disciplinary care planning, whilst also saving time and resources in terms of staff and administrative support. It is the intention that young people and carers will be invited to a future market event.
  - f) Management of the Transitions Team has been strengthened through the addition of a Service Manager.

- 10 The Transitions Team has been expanded from 6 FTE to 12 FTE. A significant amount of effort has been taken with recruitment and the team is almost complete. This additional capacity has already helped to establish a link worker presence in schools, linking to existing transitions events and planning.
- 11 To build relationships and promote joint working, there are regular meetings between the managers of the Transitions Team and Disabled Children's Service in CFS. These meetings look at the individual cases and promote joint planning. This is in accordance with the published Preparing for Adulthood process for Years 9 and 10. The plan is to develop a wider approach to include education and health.
- 12 The Business Intelligence Team has built a dashboard which forecasts the number of young people likely to require support from A&C. The dashboard will help with prioritising case allocation for the Transitions Team and it will allow us to track the care and support they receive in future years. Once a full year's data has been uploaded to the Adult Social Care System database system, a case management dashboard along with a strategic management dashboard will be developed during 2020.
- 13 Data is drawn from the databases in CFS and SEND to populate a risk matrix to prioritise cases as high, medium and low. This identifies cohorts by each National Curriculum Year from Year 9 to Year 14 (ages 13 to 19 years). Current practice aims to assess those identified as medium and high risk; total numbers of which for this age-range are approximately 1,000 individuals in any given year.
- 14 The data clearly shows the greater levels of need identified for the younger cohorts. Causes for this include medical advances in more disabled children living for longer, as well as the profile and awareness of SEND and increasing diagnoses of Autistic Spectrum Disorder. For example, the current cohort of Year 12 pupils' numbers 146 (combining those identified as medium and high needs), but in three years' time data projects that number to be 208 (current Year 9 pupils).
- 15 The current work of the Transitions Team is predominantly from the Year 12 cohort, the school year when young people turn 17 years old. We are working to move this earlier with detailed assessment and planning commencing at Year 11.
- 16 In line with the Preparing for Adulthood protocol, members of the Transitions Team already attend parent evenings and open days for younger pupils in special schools, to promote understanding of adult life and support options. This offer will be developed, and we will explore the benefits of more focussed input beginning, at Year 9, for those with the most significant levels of need.

### **Resource Implications**

- 17 The Medium Term Financial Strategy (MTFS) identified a growth requirement of £690,000 in 2019/20, rising to £1.6m by 2022/23 to meet the care requirements of those young people who will transition into adult social care services.
- 18 Additional growth of £300,000 was identified to enhance the Transitions Team during 2019/20.
- 20 The Director of Corporate Resources and the Director of Law and Governance have been consulted on the content of this report.

## **Proposals/Options**

- 21 The Preparing for Adulthood programme emphasis on the individual outcome areas for young people can provide a new focus for implementing different ways of working with the 13 to 25 years age group, both internally and with key partners in education, health and housing.
- 22 Further work is required to align the work of the existing Transitions Team and Disabled Children's Teams to the Preparing for Adulthood work programme. This would serve to reinforce the change in culture and approach towards a strengths-based way of working explicitly focussing on the four outcome domains:
  - Employment;
  - Independent Living;
  - Friends, Relationships and Community;
  - Good Health.
- 23 Progress made in engaging with colleagues from LPT through the Accommodation and Support and Processes and Practices workstreams needs to be embedded within their internal procedures, drawing upon LPT's operational protocol for the transition from children's to adult services.
- 24 We have acquired valuable experience of developing a new Target Operating Model (TOM) over the last year. It is anticipated that design work to identify key issues with Transitions will commence from November 2019. The expectation in using the TOM model is that shorter interventions will be more focussed on progression and building independence, and that the team will also work more efficiently.
- 25 The intention is to explore the potential for closer working between staff/teams to help embed a shared culture across service departments and there are currently opportunities to support this. Engagement and consultation with staff would be part of this.

## **Conclusions**

- 26 The governance arrangements for the work programme have been strengthened and going forward the Programme Board will report to the Joint Departmental Management Team and will feed into the SEND Board.
- 27 As the four workstreams deliver their outcomes the Programme Board will agree key next steps including:
  - Commissioning provision to enable individuals to be as independent as possible, with improved outcomes evidenced by efficient commissioning of markets;
  - Co-producing communications and information offer with the voice of the young person, and their families, to inform the planning of support and services;
  - Aligning processes and practices for a seamless experience of Preparing for Adulthood with a focus on individual outcomes;
  - Identifying cohorts, including early identification of complex, challenging and high-risk young people, and make projections for strategic and future service planning and measure the success of the programme.

**Background Papers**

Preparing for Adulthood protocol -

<https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2019/2/1/Preparing-for-adulthood-strategy.pdf>

Leicestershire County Council Strategic Plan 2018-22 -

<https://www.leicestershire.gov.uk/about-the-council/council-plans/the-strategic-plan>

News story – Whole Life Disability Strategy Launch – 17 May 2019

<https://www.leicestershire.gov.uk/news/new-plan-to-support-people-with-disabilities-launched>

Equality and Human Rights Impact Assessment (EHRIA)

<https://www.leicestershire.gov.uk/sites/default/files/field/pdf/2019/4/30/whole-life-disability-strategy-ehria.pdf>

**Circulation under the Local Issues Alert Procedure\***

None.

**Equality and Human Rights Implications**

- 28 An Equality and Human Rights Impact Assessment (EHRIA) screening exercise was conducted as part of the Whole Life Disability Strategy and concluded that the Strategy is focused on improving life chances for disabled people by promoting greater access to employment, better health and community relationships and increasing independence and control over what they want to do and how they are supported. It is anticipated that the impact on protected groups will be positive but as any changes are planned the potential impact of these will be considered.
- 29 The Preparing for Adulthood protocol has a range of potential equalities, diversity and inclusion implications, for which it is anticipated that policies, services, decisions and initiatives would need a specific EHRIA (screening initially but in some cases full EHRIA) to be done.

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