

# Options Appraisal



## A. PROJECT SUMMARY INFORMATION

<b>Project Name:</b>	<b>Preparing for Adulthood Bristol Offer</b>		
<b>Project ID (if known):</b>	<b>Better Lives</b>		
<b>Cabinet Member:</b>	Cllr Helen Holland	<b>Lead Officer (Sponsor):</b>	Terry Dafter
<b>Directorate(s):</b>	People / ACE	<b>Associated service areas:</b>	
<b>Report lead author(s):</b>	Alice Davies-Avery/Tracey Judge		
<b>Report recipients:</b>			

## B. ORGANISATIONAL CONTEXT

<b>Alignment to corporate strategy and goals:</b>	<p>This Options Appraisal has been written to improve the current pathway for young people 14+ who will require adult services at 18 years. These young people will be known and receiving services from one or all of the following; the Disabled Children’s service, the Through Care service or have an EHCP and be known to Special Educational Needs /Disability service. (SEND) These young people may have a severe, permanent and substantial disability, or a long term complex physical or mental health issue which impacts upon their everyday living.</p> <p>The Pathway to Adulthood process must be in line with statutory requirements, most importantly the Children and Families Act 2014 and the Care Act 2014 and SEND reforms. Both acts set out a timetable for transition for young people with Education, Health and Care Plans, and children receiving support from children’s social care services and through care services. They also introduce the requirement to undertake Child’s Needs Assessments, to help meet young people’s needs when they move from children’s to adult services</p> <p>Within Bristol City Council the current social care model is divided between adults and Childrens social care and education separately. The seamless joining of all three areas is required so that preparing for adulthood is embedded across all disciplines to improve practice.</p> <ul style="list-style-type: none"> <li>• The PFA work stream within Better Lives Program has identified that a strengths based approach is needed from much earlier in people’s lives,</li> <li>• The review process currently in place needs to improve to focus on independence in a timely needs led way.</li> <li>• Integrated use of the tracking process that is in place, to understand service needs and costs.</li> <li>• Ensure value for money and for residential services and improve all services focus on independence.</li> </ul>
---	---

- Strategic work across partners to develop strength based approach for young people.
- Enabling more young people to use Technology Enabled Care or Assistive Technology (AT) to live independently

Currently in excess of 60 young people transfer to adult services each year and their need for planning and support into adulthood with an independence focus is essential to improve their adult lives.

### **Context.**

1. Preparing for Adulthood ('PFA') is a strand of the Adult Services Better Lives Programme.
2. This will deliver the changes that are required to the Preparing for Adulthood pathway process alongside children's services and SEND, to ensure statutory compliance; via the PFA Steering Group.
3. The current model of PFA delivery does not meet best practice- best practice would deliver a service starting transition planning from 14 years
4. The Multidisciplinary nature of transition requires leadership and ownership across the transition pathway, to ensure there are no gaps in the support provided for young people, i.e. Children's Services, Adult Services, SEND (and school colleagues,), parents/carers and young people
5. Within the Better Lives programme, initial commissioned work, determined why there was overspend in Preparing for Adult Team budget. They evidenced the need to take a more strengths based approach, increase the use of AT ( Assisted Technology) and also identified the need for commissioning work to increase the available market away from high cost residential care outside and within Bristol.
6. This work highlighted the cultural difference between Children and Adult services concluding that this was at the root of the current transition difficulties. However, their work did not identify the need for transition work to start at 14 years.
7. The proportion of adults with learning disabilities in paid employment is low; Young adults are ill prepared for moving into independent living and they require higher level support than may be necessary had they had the strength based, independence focused planning starting at 14 years.
8. Preparing young people for adulthood is an anxious time for young people and their parents /carers; there is a need to address this, by delivering a pathway that is fully participatory and where the voice of the young person, their parents/carers is heard. However it needs to be underpinned by data and performance outcomes, have independence at its heart, and most importantly is understood by

young people, parents /carers and all professionals involved.

9. This Options Appraisal paper describes different pathway approaches, between Children' and Adult services; in order to deliver the outcomes of the Better Lives Programme which was authorised by Cabinet on 3/4/18, and also to be compliant with a transition pathway from 14 years that sits within the SEND Reforms .
10. In the context of young people this means developing a culture of high aspirations alongside practical planning. The focus will be on outcomes that will enable independent living via a strength based approach.
11. One specific outcome is to offer local based services that enable young people to remain in Bristol combined with working on every young person's strengths and skills through SMART plans to ensure when they reach adulthood they are able to be as independent as possible and be active members of their communities. This requires integrated working with commissioning and skills, employment services and health.
12. For some young people with the most complex issues, and high support needs who may continue to require a high level of care and support when adults, it is hoped to be able to meet these needs within their communities wherever possible. Better Lives at Home is already in train with 3 sites located with initially accommodation for 16 or more young people locally.
13. The accommodation offer is being developed with the young people and their families/carers and it is hoped that support will be delivered through Individual Service Funds to enable the young people more choice and control over their lives.
14. In those Local Authority's where the transition pathway has a good Ofsted rating, they also have a lead for transitional planning to adulthood, strong co-production of plans: needs have been met and parents and young people believe they receive good support and understand the pathway.
15. Our schools do not have a consistent approach to transitional planning and Ofsted reports show that when schools have a good understanding of the SEND reforms, they meet the needs of children and young people well.
16. There are significant backlogs of administering reviews in the current SEN teams, as well as a growing trajectory of demand and this coupled with the redesign of the SEN service is noted. The SEND backlog is out of scope of this work stream but it is noted as a dependency for an up to date tracking system

	<p><b><u>Current Situation</u></b></p> <p>Associated work streams are in development via the temporary lead for transitional planning, as part of the Better Lives Project. This is already delivering improved practice across Housing, Social Care, education, health and training. Specifically as a result of the transitions project this year there is improvements underway in the Through care team, Hope, IRO service, hospitals, locality teams, ICT and SEN around 14+ transitions and this options paper is built on this evidence but acknowledges the need for more pace and traction to deliver real change..</p> <p>Several significant challenges need to be overcome to realise this vision, including:-</p> <ul style="list-style-type: none"> <li>• Governance routes from different priorities</li> <li>• clarity on resourcing</li> <li>• Decisions on roles / structure / processes</li> <li>• Workforce development</li> <li>• Challenges across data collection and management and performance tracking.</li> </ul> <p>This work links with the themes and principles outlined by the Mayoral Vision:-</p> <p><i>“a leading role in driving a city of hope and aspiration where everyone can share in its success”</i></p> <p><i>“Work with partners to empower communities and individuals, increase independence and support those who need it. Give children the best possible start in life”.</i></p> <p>Commitments in this area of work have also be defined in the One City Plan:-</p> <p><i>“Through this commitment to joint working we will not only create a positive impact now, but pave the way for future generations to continue the journey.”</i></p> <p><i>“Improved support for children with Special Educational Needs and Looked After Children”</i></p> <p><i>” Improved post 16 offer developed with clear learning, employment and skillspathways.”</i></p>
<b>Project category:</b>	<input checked="" type="checkbox"/> Saving delivery <input checked="" type="checkbox"/> Compliance / Statutory <input checked="" type="checkbox"/> Risk reduction <input checked="" type="checkbox"/> Cost avoidance <input checked="" type="checkbox"/> Improved outcomes <input checked="" type="checkbox"/> Enabling <Other>

## C. DOCUMENT CONTROL

<b>Document status:</b>	<input checked="" type="checkbox"/> Draft <input type="checkbox"/> Final	
<b>Document owner:</b>		
<b>Version control</b>	<b>Version</b>	<b>Author(s)</b>
	V00_101	
	<b>Description</b>	

## **1. Better Lives Project outcomes:**

- Meet our statutory duties
- Increase in AT being used to promote independence
- Decrease in Young People needing residential placements, when their needs can be met in full within their local communities
- Increase in Young People living in and receiving services in their communities (having their needs met in their communities)
- Increase in Young People accessing local education opportunities in particular further education
- Be cost effective
- Integrated working offer from 14 years
- Increase in young people within the transition cohort, and young adults accessing local opportunities in education, training and employment

## **2. Smart Project Outcomes for the Future Pathway to Adulthood Service**

- 1) To develop a transition pathway for all cohorts to ensure timely planning and engagement with young people, families, professionals and partners. August – April 2020 implement pathway across social care (May to August 2019)
- 2) To develop agreed KPI's and evaluation tools to ensure young people have good quality transition to Adulthood services. (May to Sept 2019)
- 3) To develop and implement tracking and trajectory planning tools to ensure the Council has a clear view of services needed and their cost... (May to Oct 2019)
- 4) To build on the tracker work to ensure we are working alongside the case holder for all young people age 14 + with a trajectory into adult services ,to ensure statutory duties and best practice are met across all cohorts (May to Dec 2019)
- 5) To take responsibility for workforce and strategic development to deliver best practice in Transition services across BCC colleagues and partners to include Education, Housing, Employment and Skills / Health /Care Providers/ Assistive Technology /Social Inclusion and Tier 1 &2 services. Using the agreed KPIs to audit and performance (May to April 2020)

## **3. The Pathway to Adulthood Offer**

1. Work with young people from 14 years who have a trajectory to requiring services as adults.
2. Work within current legislation, i.e. Children and Families Act 2014, Care Act 2014, SEND legislation, Mental Capacity Act etc.

3. Experts in their field i.e. promoting independence, work and employment, psychology, SEND,
4. Work in collaboration with Through Care, SEND, and DCT, Young Adult Team, IRO's, Work and Employment service, health colleagues, adult commissioning
5. Ensures there is a clear independence (as it is relevant to the specific young person) focussed plan in all statutory reviews.
6. Clear strategy to work with Young People on gaining their views for their future, as well as working with parent/ carers/young carers
7. Work with Young People/ parents and carers towards independence as adults
8. Transition team provide information and support to YP wanting to access further education, training and employment
9. Transition work with Young People wanting to live independently in their communities
10. Transition service are ambitious for Young People
11. The Transition service will be responsible for a tracking process, where children 14+ are routinely and regularly tracked
12. The transition service will be responsible to supply performance data on transition numbers, age, cost and profiles, this will include predictive trajectories of cost/age/placement
13. Links with Adult Commissioning to project need and service provision development.
14. Work with education psychologists regarding independence options and reduce reliance on residentially based options, (research evidence on residential provision reports they provide poor outcomes )
15. The Pathway to Adulthood service, will need to responsible for Transitional planning across the city and workforce development, literature for Young People, parent/carers and professionals on the transition process and opportunities, training across partners and the LA.

- **Options List**

Option title	Option description	Shortlisted (Y/N)	Reason discounted (For non-shortlisted options only)
1. No change to service delivery funding to continue for 14+ lead	Continue as is and extend temporary post of 14+ lead for transitional planning for one year.	Yes	

Pathway to Adulthood worker			
2. Robust system only change	A range of current systems will need to be changed and aligned to fit with a strengths based transition process, across DCS, through care, SEND , adult services, employment , skills and learning , adult and children’s commissioning. unknowns staffing needed for this option.	Yes	
3. Specialist Service. 14-19+ years	<p>A Lead professional/Team Manager for the Bristol Pathway to Adulthood Offer.</p> <p>Transition Facilitators/advisors based in the team and identified transitions lead workers in each service providing for transitional planning</p> <p>Key links will be with, SEN Advisor Adults, children services, health, Employment, skills and learning, IRO lead, Adult and children’s commissioning.</p> <p>These Advisors will be a combination of team based and link Lead professional/Team Managers from other services that are signed up to the Bristol Transitions Protocol.</p> <p>Using a tracker of all YP from 14 years with a trajectory to adult services, as the focus and partnership work through the Case Discussion Forum (CDF) meeting,</p> <p>The role of this team will be as described in para 3 the Transition offer.</p> <p>The role would be for 1 years initially and would report to the Better Lives Board and EDM.</p>	Yes (recommended)	
4..Virtual Team with Lead professional/Team Manager for Pathway to Adulthood	<p>Establishment of a Professional Lead to develop and embed a culture of good practice.</p> <p>The role will be to :-</p>	Yes (recommended)	

	<ul style="list-style-type: none"> <li>• Work alongside the case holders for all young people age 14 +</li> <li>• Meet statutory duties and develop transition pathways</li> <li>• Track progress and develop trajectory planning tools</li> <li>• Develop policy and practice in partnership working with families, Education, Housing, Health, Employment and skills/ Assistive Technology/Social Inclusion/Tier 1&amp;2 services, Care Providers</li> <li>• Meeting the outcomes of the transitional offer para 3</li> </ul>		
Expansion of PFA team within adult services	Teams remain the same but increased capacity ( 3 additional workers)BG 11-12 to provide joint working of 16+, adult services to provide care assessment with reference to MCA, DOLs.	<u>yes</u>	

#### 4. Options short-listed for evaluation

<b>Option 1: No Change to Service Delivery: Request for funding for continuation of the lead post for 1 year.</b>	
<b>Description</b>	Services remain the same. Extension of 14+ lead for transitional planning for 1 year.
<b>Pros / Benefits</b>	<ul style="list-style-type: none"> <li>• 14+ reviews are starting to have a stronger focus on PFA and this post can drive project plan and the workforce development already underway.</li> <li>• Relationships that are now established over the past year can continue to drive change and develop into a transitions work stream based on the Lead professional/Team Managers already established.</li> <li>• Tracker of all high costs /high needs children has been built and is the basis of the work for the lead worker to continue case work and process improvements</li> </ul>

	<ul style="list-style-type: none"> <li>• Transitional project lead has developed and informed key professional in services of requirements to drive change and project plan has been written up for one year,</li> <li>• Relationship building in line with Better Lives aims has begun and Lead now attends CDF to link up data intelligence</li> <li>• Presentation/workshops/training has been delivered and booked to develop workforce development</li> <li>• Stronger partnership working between Through care team, , Disabled children service and Preparing for adulthood are now in place</li> <li>• Parent/carers are now working with BCC around transitional planning i.e. Somali autism independence group and parent/carers.</li> <li>• ICT system has been improved and more changes are underway to improve data collection.</li> <li>• Cases are now being referred at 17 through the use of the tracker, and work with the key services.</li> <li>• Through care team now have designated transitions link workers</li> <li>• Regular transition meetings are now taking place to build development</li> <li>• Lead is linked into south west PFA forums and meetings with other LAs to share knowledge and develop service.</li> <li>• We have a lead for transitional planning development that can evidence change and development needed.</li> <li>• Evidenced improvements in our 14+ reviews through the tracker</li> <li>• Workshops in place for IRO, HOPE, DCS,hospital staff, social care staff that can continue over the year</li> <li>• Workshops specific to management for quality control of assessments and reviews underway</li> <li>• Working closely alongside SEND, DCS PFA via the better lives program is showing change and increased understanding of our responsibilities and focus.</li> <li>• Ongoing workforce development is planned to ensure this work is embedded in all professionals working in this field.</li> </ul>
<b>Cons / Risks</b>	<ul style="list-style-type: none"> <li>• We are not yet reducing the need for young people to be placed out of Bristol and their community as further work is needed to develop strategic work across health/education/social care and partners. Having young people placed close to home is best for high quality transition and familial relationships</li> <li>• The pathway does not yet have a consistent transparent transfer for YP into adulthood either through the pathway or LCS/.LAS programs.</li> <li>• If the temporary post is not continued - the change achieved may not be embedded in all practice.</li> </ul>

	<ul style="list-style-type: none"> <li>No long term solution as post is only for one year</li> <li>The work already underway will not continue which could be the foundation of development.</li> <li>Lacks pace and traction.</li> </ul>																																										
<b>Timescale to deliver</b>																																											
<b>Costs</b>	<table border="1"> <thead> <tr> <th></th> <th>Yr 0</th> <th>Yr 1</th> <th>Yr 2</th> <th>Yr 3</th> <th>Yr 4</th> <th>Yr 5</th> </tr> <tr> <th></th> <th>??/??</th> <th>??/??</th> <th>??/??</th> <th>??/??</th> <th>??/??</th> <th>??/??</th> </tr> </thead> <tbody> <tr> <td><b>New costs</b></td> <td>'000</td> <td>60,000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Opportunity costs</b></td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Ongoing dis-benefit</b></td> <td>-</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Total</b></td> <td>'000</td> <td>60,000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> </tbody> </table>		Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		??/??	??/??	??/??	??/??	??/??	??/??	<b>New costs</b>	'000	60,000	'000	'000	'000	'000	<b>Opportunity costs</b>	'000	'000	'000	'000	'000	'000	<b>Ongoing dis-benefit</b>	-	'000	'000	'000	'000	'000	<b>Total</b>	'000	60,000	'000	'000	'000	'000
	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5																																					
	??/??	??/??	??/??	??/??	??/??	??/??																																					
<b>New costs</b>	'000	60,000	'000	'000	'000	'000																																					
<b>Opportunity costs</b>	'000	'000	'000	'000	'000	'000																																					
<b>Ongoing dis-benefit</b>	-	'000	'000	'000	'000	'000																																					
<b>Total</b>	'000	60,000	'000	'000	'000	'000																																					
<b>Funding sources</b>	BG14 funded by SEND, children and adult services.																																										
<b>Equalities Impact</b>	These proposals will impact our young people with SEND or mental health issues, both Children in Need and Children in Care as they move into adulthood. The Focus of this proposal is on improving outcomes for this group of young people. The Choice of Option will directly impact on young people and their families and their future adult lives.																																										

<b>Option 2: Robust System change</b>	
<b>Description</b>	<p>Using a transition tracker of all Young People from 14 years with a trajectory to adult services, as the focus for a re-aligned Case Discussion Forum (CDF) meeting, monthly, The CDF via its chair will be responsible for a tracking process, where children 14+ are routinely and regularly tracked by age and cost.</p> <p>The CDF will be responsible to supply performance data on transition numbers, age, cost and profiles; this will include predictive trajectories of cost/age/ placement. This data would be managed and provided by the performance team</p> <p>Links with Adult Commissioning will group children in similar need, to begin a dialogue with providers aiming to have shared accommodation with home care provision on the premises</p> <p>There will still be an expectation that the current PFA (young adults team), will complete Care Act assessments at 16 years unless there is a reason not to. It will be expected that this forum will unlock barriers and support all YP in transition to reach their full potential, and have their needs met in their communities as far as possible.</p>
<b>Pros / Benefits</b>	<ul style="list-style-type: none"> <li>• Cost neutral, however this is unlike to be possible without a Lead professional/Team Manager in transitions as this is a no change option as the processes are in place but capacity and lack of lead means this work stream is not able to be prioritised</li> </ul>
<b>Cons / Risks</b>	<ul style="list-style-type: none"> <li>• No capacity in present structure to ensure robust enough change to systems</li> <li>• Added management /data/ coordination role duty for chair of CDF which is does not have capacity.</li> <li>• No lead on transitional planning to drive cultural work force change.</li> <li>• No development of pathway or protocol for transitions.</li> <li>• Is not consistent with other LAs who have a good SEND inspection.</li> <li>• No dedicated lead for planning transitional offer across Bristol.</li> </ul>

	<ul style="list-style-type: none"> <li>• Not enough capacity in PFA team to reach down to all 14+ to ensure compliance</li> <li>• No change in transitional planning at 14.</li> <li>• No development within children's services</li> <li>• No link to operational development within SEN and Childrens services.</li> </ul>																																			
<b>Timescale to deliver</b>																																				
<b>Costs</b>	<table border="1"> <thead> <tr> <th></th> <th>Yr 0 ??/??</th> <th>Yr 1 ??/??</th> <th>Yr 2 ??/??</th> <th>Yr 3 ??/??</th> <th>Yr 4 ??/??</th> <th>Yr 5 ??/??</th> </tr> </thead> <tbody> <tr> <td><b>New costs</b></td> <td>'000</td> <td>'</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Opportunity costs</b></td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Ongoing dis-benefit</b></td> <td>-</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Total</b></td> <td><b>'000</b></td> <td></td> <td><b>'000</b></td> <td><b>'000</b></td> <td><b>'000</b></td> <td><b>'000</b></td> </tr> </tbody> </table>		Yr 0 ??/??	Yr 1 ??/??	Yr 2 ??/??	Yr 3 ??/??	Yr 4 ??/??	Yr 5 ??/??	<b>New costs</b>	'000	'	'000	'000	'000	'000	<b>Opportunity costs</b>	'000	'000	'000	'000	'000	'000	<b>Ongoing dis-benefit</b>	-	'000	'000	'000	'000	'000	<b>Total</b>	<b>'000</b>		<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>
	Yr 0 ??/??	Yr 1 ??/??	Yr 2 ??/??	Yr 3 ??/??	Yr 4 ??/??	Yr 5 ??/??																														
<b>New costs</b>	'000	'	'000	'000	'000	'000																														
<b>Opportunity costs</b>	'000	'000	'000	'000	'000	'000																														
<b>Ongoing dis-benefit</b>	-	'000	'000	'000	'000	'000																														
<b>Total</b>	<b>'000</b>		<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>																														
<b>Funding sources</b>																																				
<b>Equalities Impact</b>	These proposals will impact our young people with SEND or mental health issues, both Children in Need and Children in Care as they move into adulthood. The Focus of this proposal is on improving outcomes for this group of young people. The Choice of Option will directly impact on young people and their families and their future adult lives.																																			

### Option 3: Specialist Pathway to Adulthood Team - recommended

<b>Description</b>	<p><b>Specialist service to lead planning across Bristol</b></p> <p>Lead professional/Team Manager for the Pathway to Adulthood Offer, who will be responsible for the development of our Bristol Transitions Offer and who will over time manage a small team of subject experts that lead and take responsibility for ensuring 14+ young people and families have an informed and smooth transfer into adult services. This team will manage and take responsibility for the improvements of the wide network of services needed to provide young people</p>
--------------------	--

with a service that focuses on aspirations, inspiration and independence focused services. The team will be performance managed with high support and high challenge to achieve the stated aims.

**Role and tasks of the Team:**

1. Building on the development of the Transitions Tracker, this team will track young people's transitions and support SEND transitional planning across the city, so all agencies are informed, equipped and have a focus on independence from a younger age.. This team will have lead responsibility for overseeing transition work both at a direct and indirect case working basis, via monthly CDF meetings.

2. Creating a protocol for quality and quantitative audit of our Transitions offer within Bristol. The transitions pathway for all young people will be built, managed and tracked via this team by use of the 14+ tracker:

3. Case work level:

- Contacting staff to ensure their practice is compliant, whilst the young person's keyworker remains in the relevant team to ensure continuity for the young person the transitions worker will work alongside to ensure a Good transfer into adult services.
- In complex cases the team will take a lead role in casework. .
- To work with teams and services to make a fundamental shift in culture to ensure young people's plans are focused on aspirations, inspiration and SMART outcomes, through training, workshops and providing one point of contact for all queries regarding transitional.
- The current PFA team or Young Adults team will complete care act assessments from 16 year olds when it would be of significant benefit to the young people.

5. Operational level:

- monthly transitional planning meeting ( change to CDF to work on the 14+ tracker) to ensure the young adults team, and adult commissioning are aware and have input into the plans of those young people coming through, along with the psychologist input, and employment skills and learning.
- Working very closely with the Young Adults Team (previously the PFA Team) to ensure we are all moving forward together within our workforce development, processes and pathways in a strategic operational approach. At present the adult and children's focus is not joined up and this team will develop a more cohesive work force and reaching children at the right age.

5. Strategic joint commissioning : presented to JAP to ensure we are able to prioritise and plan. Led by the Better Lives Program and linked to the Strengthening Families Program

6. Data cleansing and ensure EHCP compliance. This team would also work with commissioner and services to develop, improve and secure needs led service development across SEN, social care and health.

(Those councils which have a Good rating from Ofsted have a Lead professional/Team Manager for Transitions within their council Ref: Hillingdon CC, South Glos. A transfer pathway is in place in Cambridgeshire CC (rated good with Ofsted) and forms a significant part of their local offer website) South Glos have a specialist transitions team to cater for approx. 200 EHCP or cases open to Social care. Their team consists of 16 staff and a Lead professional/Team Manager/team manager.

The Transitions Team, will be line managed within Adult Services to align with Better Lives, but reach across both adult and children's services, although posts in the team may be funded by a combination of adult, SEND and children's funding.

The Current PFA team or Young adult's team will move settled cases onto other adult teams, from 19 years, so will not keep all cases until they are 25 years. This will enable through flow of cases.

### **TEAM STRUCTURE**

Lead professional/Team Manager for Bristol's Offer. This post will develop the team on a need focused basis.

#### **Ideal composition of team**

Potential to move people from existing teams or recruit to new posts dependent on investment

Lead/manager 1X BG13 plus 5 XBG 9/10 posts as Transitions coordinators/facilitators

(see appendix for full cost of posts for 1 year without on costs)

These posts will be provide specialist focus on transitional planning as well as case holding the most complex of cases . They will also provide support into EHCP contributions from 14+ for all children with a trajectory into adult services.

Senior Transitions worker presently sits within SEN, who is primarily a non-case holding role, except for complex casework and this post would closely link into the transitions team to offer a SEN perspective and focus on those children

	<p>sole funded by SEN in residential placements.</p> <p>(Historically this principle was agreed when the previous transitions team was set up, before it became the PFA team and moved into adults. Each service working with transitional planning transferred a worker over to the team and created a then improved service</p> <p>Linked professionals with a responsibility for the transitional planning work stream (already established via the transitions project) from the Through care Team, IRO service, hospital, Employment and Skills team, Support and Inclusion Team and Commissioning Services are essential in this option to ensure services are being developed, alongside data of our young people moving through to adult services from the tracker. Following the Better Lives Project work.</p>
<p><b>Pros / Benefits</b></p>	<ul style="list-style-type: none"> <li>• Meets the requirements of all legislation, is good practice for young people and their parent/carers allowing them to be part of the planning for their adult future; taking away some of the anxiety, opening up opportunities they may not have thought about; bespoke and individual strength based planning; has key performance indicators</li> <li>• Brings together operational, strategic and workforce development threads of transitional planning which will improve Bristol's PFA offer and ensure compliance</li> <li>• Long term planning to reduce the need for OOA residential placements through good commissioning , increase supported living and independence and better outcomes for YP.</li> <li>• Develop experts on the subject to ensure improved outcomes for young people working at a case work level, attending transitions reviews to offer support, guidance and improved practice. Ensuring 14+ reviews are SMART, timely and PFA focused, whilst also embedding this practice.</li> <li>• Workforce development across SEND, take responsibility for the data cleansing and ensure EHCP compliance.</li> <li>• As a lead on transitional work through non case holding the team they will have capacity to improve inter departmental partnership working at a operational and strategic level and grow a shared understanding of young people's pathways through all services at a standard compliant level.</li> <li>• Ensure a consistent transitional pathway for all young people.</li> <li>• Audit and quality control our PFA offer, both in terms of process and pathway, creating KPIs in this field to measure success</li> <li>• Working with neighbours and partners to ensure this drive for improvement is city wide and across all disciplines so we are all working towards one plan for young people.</li> <li>• Working with commissioners and services to develop, improve and secure needs led service development across</li> </ul>

	<p>SEN, social care and health, housing reporting back to JAP and senior management via the Transitions Operational Group.</p> <ul style="list-style-type: none"> <li>• Working across children and adult services the critical 14+ review will have the lens of independence with a collaborative approach from adults and children’s services, including those children in through care team, and locality teams.</li> <li>• This option can meet our short / medium and long term objectives.</li> <li>• Short term: starting with a Lead Professional/ Manager to increase compliance with workforce development based on the transitional tracker project. By extending the Lead Transitions post this work could start immediately and build on the tracker work already underway and the workforce development plan that is in place.</li> <li>• Medium term: Negotiate and build a specialist unit to improve the workforce focus on independence and draw down adult services staff to provide intervention at key 16+ year old reviews.</li> <li>• Long Term: increase the scope of this option; either through joint or close working with health and education and building a workforce that has transitional planning embedded in their practice and therefore compliant.</li> <li>• As a non-case holding unit there will be less need for office based work and more family facing work, work force development and liaison work.</li> <li>• Having met with South Glos, Devon, North Somerset, Glos and Cornwall, and researched many LA Transition Offers the Lead professional/Team Manager Role is vital and is shown to have improved practice and success for young people with this model.</li> <li>• To meet requirements it is as much about case management/team structure as it is about work force development and this model meets both these requirements</li> <li>• The Lead Professional/ Team Manager can ensure new legislation is built into Bristol’s processes as an ongoing task to ensure we are compliant with new legislation moving forward. E.g. new legislation April 2019. Ensuring people, processes and places are making the cultural and operational changes needed in a timely manner.</li> <li>• Close collaborative work to continue which is already underway with parent /carers who are engaged with the Transitions Project and are informed of next steps etc. so we can work in a collaborative way.</li> <li>• Delivers a wrap-around service for each child/young person.</li> </ul>
<b>Cons</b>	<ul style="list-style-type: none"> <li>• No sign up from services and partners to drive transitional planning</li> <li>• Funding is not available to create robust service delivery.</li> <li>• More resource might be needed for the impact across so many issues.</li> <li>• Also note – low resource compared to other researched LA’s.eg South Glos have 16 staff to cover a smaller</li> </ul>

	number of cases																																			
<b>Timescale to deliver</b>	Short term aims – immediate recruitment of a team manager-to lead, Medium term aims– recruit, set up and train team set priorities 3-6 months-year, Long term aims– 1 year to focus on high cost residential placements and 17 year olds to cost avoid/save, change culture deliver savings/cost avoidance, prevent escalation, better outcomes 3 and 5 year trajectories to be developed with cost saving trajectories, commissioned resources ISF's.																																			
<b>Costs</b>	<table border="1"> <thead> <tr> <th></th> <th>Yr. 0</th> <th>Yr. 1 2019</th> <th>Yr. 2 2020</th> <th>Yr. 3 2021</th> <th>Yr. 4 2022</th> <th>Yr. 5 2023</th> </tr> </thead> <tbody> <tr> <td><b>New costs – Lead professional/Team Manager - 1 BG13 plus 5 x Transition Facilitators – BG9 / 10.</b></td> <td>'000</td> <td>Range of between £216,048 - £265,040</td> <td></td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Opportunity costs</b></td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Ongoing dis-benefit</b></td> <td>-</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> <td>'000</td> </tr> <tr> <td><b>Total</b></td> <td><b>'000</b></td> <td><b>'000</b></td> <td><b>'000</b></td> <td><b>'000</b></td> <td><b>'000</b></td> <td><b>'000</b></td> </tr> </tbody> </table> <p><b>New costs</b> – 1X Lead professional/Team Manager Role BG13, plus. 5 X Transition Facilitators/ coordinators. BG 9/10. This team to work from City Hall to ensure joined up thinking with the other services providing for our Bristol Transitions Offer as well as working out of the existing DCS, SEN and adult services locations.</p> <p>Therefore consideration of accommodation is not necessary in this model.</p>		Yr. 0	Yr. 1 2019	Yr. 2 2020	Yr. 3 2021	Yr. 4 2022	Yr. 5 2023	<b>New costs – Lead professional/Team Manager - 1 BG13 plus 5 x Transition Facilitators – BG9 / 10.</b>	'000	Range of between £216,048 - £265,040		'000	'000	'000	<b>Opportunity costs</b>	'000	'000	'000	'000	'000	'000	<b>Ongoing dis-benefit</b>	-	'000	'000	'000	'000	'000	<b>Total</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>
	Yr. 0	Yr. 1 2019	Yr. 2 2020	Yr. 3 2021	Yr. 4 2022	Yr. 5 2023																														
<b>New costs – Lead professional/Team Manager - 1 BG13 plus 5 x Transition Facilitators – BG9 / 10.</b>	'000	Range of between £216,048 - £265,040		'000	'000	'000																														
<b>Opportunity costs</b>	'000	'000	'000	'000	'000	'000																														
<b>Ongoing dis-benefit</b>	-	'000	'000	'000	'000	'000																														
<b>Total</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>																														
<b>Funding source(s)</b>	Joint funded posts from adults, children and SEN as the key players to ensure each department is compliant,																																			
<b>Equalities</b>	These proposals will impact our young people with SEND or mental health issues, both Children in Need and Children in																																			

<b>Impact</b>	Care as they move into adulthood. The Focus of this proposal is on improving outcomes for this group of young people. The Choice of this Option will directly impact on young people and their families and their future adult lives.
---------------	---

**Option 4: Virtual Team with Lead professional/Team Manager**

<b>Description</b>	<p>Establishment of a Lead professional/Team Manager to develop and embed a culture of good practice and a Bristol Pathway to Adulthood Offer. The role would report to the Better Lives Board and EDM.</p> <p>Responsibilities of the role will be to :-</p> <ul style="list-style-type: none"> <li>• Bring together a virtual team of experts from each service to meet regularly and establish a strong joint working ethos across all services.</li> <li>• Work alongside the case holder for all young people age 14 +</li> <li>• Lead responsibility to manage transition work, both in a direct and indirect way.</li> <li>• Meet statutory duties and develop transition pathways across all cohorts</li> <li>• Track progress and develop planning tools for all young people with a trajectory to Adult Social care (14+)</li> <li>• Quarterly transitional planning meeting (now known as 16+ CDF) to ensure the young adults team, and adult commissioning are aware of those young people coming through.</li> <li>• Develop strategic and financial level tools to ensure we are able to prioritise and plan</li> <li>• Create a protocol for quality and quantitative audit of our Pathway to Adulthood offer within Bristol</li> <li>• Workforce development to deliver best practice in Transition services</li> <li>• Workforce development across the council in the form of training , workshops and specific case work via the workers/facilitators</li> <li>• Develop strategic plans and policy in partnership with Education, Housing, Employment and Skills / Health /Care Providers/ Assistive Technology /Social Inclusion and Tier 1 &amp;2 services</li> </ul>
--------------------	---

<b>Pros / Benefits</b>	<p>Dedicated lead for transition across the Council to drive change and achieve strategic objectives</p> <ul style="list-style-type: none"> <li>• Those councils which have a good rating from Ofsted have a Lead professional/Team Manager for Transitions e.g. Hillingdon, Cambridgeshire, South Glos.</li> <li>• Allows development of tracking and trajectory planning tools to measure success</li> <li>• Develops operational, strategic and workforce threads of transitional planning which will improve Bristol's PFA offer and ensure compliance</li> <li>• Through workforce development reduce young peoples need for residential placements, increase supported living and independence and better outcomes for YP.</li> <li>• Embed transitional planning within existing teams at a case work level, attending transitions reviews to offer support, guidance and improved practice</li> <li>• Builds consistent Pathway to Adulthood pathways for all young people.</li> <li>• Builds on the work already started</li> <li>• Working with partners to ensure this drive for improvement is city wide and across all disciplines so we are all working towards one plan for young people.</li> <li>• Provides a single point of contact for commissioners to develop, improve and secure needs led services</li> <li>• Meets all evaluation criteria</li> <li>• Identified lead for parent /carers to work with in a collaborative way.</li> </ul>
<b>Cons / Risks</b>	<ul style="list-style-type: none"> <li>• Wide range of strategic work and high number of dependencies</li> <li>• Risk that the workforce/partner agencies do not implement change needed in Transition planning</li> <li>• Adults don't reach down to 14 and therefore the reach of change will not be possible with this option.</li> <li>• It will only partly achieve the compliance we need and the cultural change will not occur across all services as is needed to improve outcomes for young people.</li> </ul>
<b>Timescale to deliver</b>	3 years, as above but a longer time frame for delivery of better outcomes and savings as less pace and traction

<b>Costs</b>		<b>Yr. 0</b> ??/??	<b>Yr. 1</b> ??/??	<b>Yr. 2</b> ??/??	<b>Yr. 3</b> ??/??	<b>Yr. 4</b> ??/??	<b>Yr. 5</b> ??/??
	<b>New costs</b>	'000	£60,000	'000	'000	'000	'000
	<b>Lead professional/Team Manager</b>						
	<b>Opportunity costs</b>	'000	'000	'000	'000	'000	'000
	<b>Ongoing dis-benefit</b>	-	'000	'000	'000	'000	'000
	<b>Total</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>	<b>'000</b>
<p><b>New costs</b> – a full time team Lead professional/Team Manager for Transition to lead the changes. BG14</p> <p><b>Disbenefits</b> –</p>							
<b>Cashable benefits</b>		<b>Yr 0</b> ??/??	<b>Yr 1</b> ??/??	<b>Yr 2</b> ??/??	<b>Yr 3</b> ??/??	<b>Yr 4</b> ??/??	<b>Yr 5</b> ??/??
	<b>Gross savings</b>	('000)	('000)	('000)	('000)	('000)	('000)
	<b>Net savings (gross savings less total costs)</b>	<b>('000)</b>	<b>('000)</b>	<b>('000)</b>	<b>('000)</b>	<b>('000)</b>	<b>('000)</b>
<b>Funding sources</b>							
<b>Funding source(s)</b>	Joint funded post.						
<b>Equalities Impact</b>	The Choice of Option will directly impact on young people and their families and their future adult lives.						

<b>Option 5: Expansion of current Preparing for Adulthood Team</b>	
<b>Description</b>	Teams remain the same but increased capacity ( 3 workers)BG 11-12 to provide joint working of 16+, adult services to provide care assessment with reference to MCA, DOLs.
<b>Pros / Benefits</b>	<ol style="list-style-type: none"> <li>1) Adult services will complete Care Act assessments at 16+ to reduce hard transfer at 18</li> <li>2) Care Act assessment will be earlier to allow improvement in planning.</li> <li>3) This option can partially meet our medium and long term evaluation criteria.</li> <li>4) Increase co working on cases to develop workforce knowledge around transitional planning improvement</li> </ol>
<b>Cons / Risks</b>	<ol style="list-style-type: none"> <li>1) Staff will have the same priorities as they have now and transitional planning will not take priority over CP issues.</li> <li>2) Access and training to LCS would be needed to ensure recording is held in the correct place and this could become unclear</li> <li>3) No lead for transitional planning down to 14+ with working knowledge of children's processes, law and procedures.</li> <li>4) Lack of city wide development working around transitional planning without a lead transition worker therefore we cannot ensure all stakeholders move forward together ensuring people, processes and places are making the cultural and operational changes needed in a timely manner and no single responsible worker for this work stream.</li> <li>5) This would not create one pathway we require to improve transitional planning</li> <li>6) Team have little influence in Children's and Education services</li> </ol>
<b>Timescale to deliver</b>	1 year see project plan appendix
<b>Funding sources</b>	Social care costs £138,000 for three social workers.
<b>Equalities Impact</b>	These proposals will impact our young people with SEND or mental health issues, both Children in Need and Children in Care as they move into adulthood. The Focus of this proposal is on improving outcomes for this group of young people.

The Choice of Option will directly impact on young people and their families and their future adult lives.

OPTION EVALUATION MATRIX		Pros summary (will achieve outcomes)						Cons summary		Savings (net of ongoing costs) Enables savings identified through the Better Lives Programme				
Preferred option	Option title	Meets Best Practice	Financially sustainable	Tracked Process	Workforce Development	Young person focused	Partner Development Work	Risk level	Year 1 Costs £'000s	19/20	2020 / 21	2021 / 22	Confidence level (%)	Equalities Impact
<input type="checkbox"/>	1 Extension of post for 1 year (Funding 1x BG14 for 1 year)	Y	Y	Y	Y	Y	Y	L	£60.000	none			80%	
<input type="checkbox"/>	2 Systems change	P	Y	Y	N	N	Y	H	0	none			20%	
<input checked="" type="checkbox"/>	3.Specialist Team (funding1XBG14 5X BG8/9)	Y	Y	Y	Y	Y	P	L	Range £216,000 to £265,000	none			100%	
<input checked="" type="checkbox"/>	4.Virtual Team with Lead professional/Team Manager (Funding 1X	Y	Y	Y	Y	Y	Y	L	£60,000	none			90%	

	<b>BG14)</b>													
<input type="checkbox"/>	<b>5.Extend the size and scope of the existing Preparing for Adulthood Team 3 X BG11-12</b>	N	Y	Y	N	Y	p	M						50%
									£138,000	none				

### 16. Recommendation

Recommendation is for Option 3 - a Lead professional/Team Manager, 1 x BG13 plus 5 x BG 9 /10 as the most robust solution to create a team of Transition leads, develop tracking and improved processes and strategic work with partners.

This coordinated approach to development and improved services provides the best opportunity to increase independence and reduce costly residential care and to enable better outcomes for young people .This model can be built on the foundation of the transitional planning project. It not only improves practice at a case work level but can also deliver coordinated strategic, operational and developmental outcomes . It would improve our Bristol Transitions offer through the ability to develop a collaborative working model bringing social care together and also working in partnership with SEN, Health and external partners.

The Lead Transitions Officer will be informed through the tracker of young people’s needs, not only as they present but with a thorough knowledge of young peoples trajectory from an earlier age to inform service development. With the capacity to work with commissioning and the local offer to develop services in line with our ever changing population across the city to secure improved outcomes for young people from 14+ thus reducing the need for high cost services as they transition into adulthood. The work with parent/ carers and young people is vital to ensure a collaborative development and coproduction of future services.

The transitions facilitators /coordinators will provide specialist knowledge and direct work when needed, creating a flexible workforce leading on the high cost/ high need cases and co-working cases as necessary.

**This model will ensure all young people are included and supported and build on the work already underway via the Better Lives Project temporary Transtional Planning Lead worker .**

Option 4 is lower cost option for 1X BG 14 Lead professional/Team Manager to co-ordinate work working with resources that are already stretched with competing demands, so there will be a longer timescale to achieve the scale of change needed. Both meet the objectives in full but this would not give the pace and traction needed.

## 7. Detail of key stakeholder engagement

Key stakeholder	Date(s) of key engagement	Options preference
Cabinet Member <Name>	<DD/MM/YYYY>	
<Divisional Management Team>	<DD/MM/YYYY>	
<Executive Director Meeting>	<DD/MM/YYYY>	
	<DD/MM/YYYY>	
	<DD/MM/YYYY>	

## 8. Document sign off

Name	Job Title	Date circulated
PFA Steering Group		

<b>Decision making authority</b>	Executive Director Meeting Delivery Working Group
<b>Date seeking endorsement</b>	<DD/MM/YYYY>