



Scrutiny Review of Transition from Children's Services to Adult Services



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A Review By the Overview and Scrutiny
Committee
March 2010



Foreword

Haringey's Children's and Young People and Adults' Services and its partners are providing an invaluable service to children transferring from Children's Services to Adult Services. It is vital that the structures and services are in place to support young people who are going through this process, allowing them to achieve their full potential and lead fulfilling lives.



Councillor Martin Newton (Chair of the Review Panel)

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1.0 EXECUTIVE SUMMARY

- 1.1 Transition from Children's to Adult Services has become an important issue in recent years. The National Service Framework for Children, Young People and Maternity Services highlighted the importance of ensuring safe and effective transition throughout children's services but also dedicates a standard to growing up into adulthood. Government policy emphasises that this is not solely a matter for healthcare professionals, since long-term conditions also have important educational, social and financial implications.
- 1.2 Successful transition planning and programmes are crucially dependent on collaboration between children's and adult services. Well planned transition improves clinical, educational and social outcomes for young people. Transition should be viewed as a procession and not as a single event.
- 1.3 Implementing improved transition involves: recognition of the importance of the process; adequate consultation with professionals and users; flexibility in the timing of transition; a period of preparation for the young person and family; information transfer; monitoring of attendance until the young person is established in the appropriate adult oriented service.
- 1.4 Haringey has a well established multi-agency approach to transition planning involving young people and their parents/carers, education and health professionals, Connexions (Personal Advisors) the Disabilities team and many others. The transition plan is initiated at the young persons 14+ transition review as outlined in the Special Educational Needs (SEN) Code of Practice. The Transition Plan identifies the steps to be taken to address the young person's needs on leaving school and is updated and amended at each subsequent review meeting until such time as the young person leaves school.
- 1.5 Haringey's Children and Young People and Adults' Services have identified the need to further improve transition for young people with Additional Needs, Learning Difficulties and Disabilities, including young people with special educational needs but without a statement, young people with mental health difficulties and young people leaving care. There is also a need to ensure all planning reflects the National Transition Programme to raise standards and to learn from best practice identified through this process and also the Personalisation agenda. Greater emphasis also needs to be placed on the key roles young people and their families, separately and jointly have in this agenda.

2.0 RECOMMENDATIONS

The Learning and Skills Council proposed changes to funding arrangements

The Panel was made aware that the Government has accounted, as part of the machinery of government changes, that 16-18 funding for sixth forms and colleges will be delivered through local authorities in the future, subject to consultation and the passing of the necessary legislation. In the interim, the Learning and Skills Council will remain responsible in law and practice for the allocation of funds to all forms of post 16 education and training together with other higher education. The panel made the following recommendations:

Recommendation 1

The Council should take the lead and control on the way in which the money is spent especially if this is not ring-fenced.

Recommendation 2

The Council should lobby central government to ensure ring fencing of funds especially as this could have an adverse impact on adult social care in terms of day service provisions.

Recommendation 3

My service at 18

My Service at 18 has now been established as a joint strategic transition planning group between the Children and Young People's Service and the Adults Learning Disability Partnership. The new strategic group comprises wide representatives from Statutory and voluntary services, parents and providers. The panel **recommend** that the Adult Outreach Team (Connexions Service) and Youth Offending Teams should be included in the list of key agencies.

Recommendation 4

Work with Health

The panel recommends that the work with health is further developed with particular emphasis on pathways for young people with mental health issues.

Recommendation 5

Linking services

The panel learned of the difficulties experienced by some families in understanding the complexities of the transition process and felt that a dedicated officer who could work with Children and Young People Services (C&YPS), Adult and Community Services (ACS) and Health Services would help mitigate the inherent problems of the transition from one service to another and **recommend** that there is a dedicated transition family support operating jointly within C&YPS Adult and ACS and Health Services with responsibility to oversee all departments in co-ordinating the transition process for each young person.

Recommendation 6

Improving information

Children and Young People's Services should ensure that all agencies working with the transition of young people should be involved in the production of an information pack or directory around "Transitions and moving from children's services to Adult Services - easy guide for service users and Carers" to cover all agencies; services and support available; details of where to go for support and what should be provided including out of borough provisions.

Recommendation 7

Children and Young People's Services should develop user-friendly non -corporate web pages, dedicated to the transition of young people, providing information for users and carers about services, networks and options available to them.

Recommendation 8

Children and Young People's Services should ensure that improved and efficient working exists between departments ensuring joint team training, meetings and better sharing/use of data.

Recommendation 9

It is apparent that the transition team is a small unit with two workers dealing with large numbers of clients with complex needs in addition to carrying out eligibility assessment for clients who might have support needs. It is important to build capacity within the transition team to support clients.

Recommendation 10

Employment & Training

It is apparent that there is a lack of employment opportunities for young people with special educational needs as they make the transition from C&YPS to ACS. The council need to be proactive in creating employment opportunities and work experience placements for those young people who need them. The panel **recommend** that Human Resources Services in Haringey should consider an employment quota system for young people with learning difficulties; mental health issues and with physical disabilities to ensure employment sustainability either internally or with partners.

Recommendation 11

The panel **recommend** that the Council should consider training those who are leaving care to work within the care profession e.g. within children homes; in the NHS, Colleges and Voluntary Sector. This would enhance their aspirations and would also act as an incentive and as role model, especially for those in transition.

Recommendation 12

Connexions Services

Children and Young People Services should ensure that improvements are made to communication protocol between all agencies to establish clear lines of responsibilities particularly for out of hours provisions. Connexions Services, adult career services, health services and Jobcentre Plus need to cooperate fully to support individual young people and offer access to advice and signposting.

Recommendation 13

The panel **recommends** that in accordance with the transition protocol there should be an integrated approach to minimise duplication of assessment activities together with closer working and better sharing of information between services. This would streamline services and reduce the level of duplication, ensuring greater utilisation of scarce resources.

Recommendation 14

The panel acknowledged that some issues might be addressed through the Common Assessment Framework they nevertheless **recommend** a review of the multi-agency

assessment tools to minimise duplication whilst capturing all aspects of an individual's life, to determine education, physical, emotional and social needs.

Recommendation 15

Representatives from connexion Services expressed frustration at the length of time taken to receive response from Council Departments. It **recommends** that all council departments adhere to the minimum standards for responding to enquiries in line with the Council's Customer Care Charter.

Recommendation 16

Strategic & Community Housing Services

The panel **recommend** that SCHS ensure that specific monitoring arrangements are in place to identify young people in transition, by ensuring dialogue is in place with colleagues in Adult Social Care to identify and capture specific needs of those in transition.

Recommendation 17

The panel **recommend** that SCHS ensures that the remit of the North London Sub-Regional meeting on Housing and Social Care issues be expanded to include the needs of young people in transition.

Recommendation 18

The panel **recommend** that Strategic Community Housing Services put proactive measures in place between Children's Adult and Housing so that access and referrals can be improved and streamlined. This will lead to enhancement of services provided to those in transition, thus minimising the number of clients who are not benefiting or accessing services.

Recommendation 19

The panel recommend that Children's and Adult Services work closely with Central Procurement Team to produce robust tender specifications in order to commission quality services at a reduced price.

3.0 INTRODUCTION AND BACKGROUND

3.1 Reasons for the review

3.2 It was agreed last year that the purpose of scrutiny henceforth should be:

- To assist the Council and Haringey Strategic Partnership by providing an independent objective view which helped to improve the quality and cost effectiveness of services provided to local people.
- To contribute evidence to the Comprehensive Area Assessment process.

3.3 In furtherance of these aims the Overview and Scrutiny Committee, when they approved this year's work programme, agreed that each of its members should be responsible for scrutinising and liaising with a Partnership Board. The chair of this Panel, for instance was appointed lead scrutiny member of the Children's Trust.

3.4 After careful consideration the Overview and Scrutiny Committee commissioned a task and finish review into the transition of young people with assessed needs, from children's services to adult services in Haringey as part of their 2009/10 work programme.

3.5 Definition of transition

3.6 "The ¹ [transition] process must be individual to the needs and aspirations of each young person. It is a fluid process, spread out over a number of years, and often local options for young people are limited and support can be patchy and inconsistent. These challenges are compounded by young people's moves from one service to another at different ages. For example a disabled young person may move from paediatric to adult health care services at 16, then at 18 moves from children's to adult social care. This is alongside the transition stages in their education. Each of these transitions is likely to occur independently of each other, which means that young people and their families may repeatedly have to deal with new agencies and professionals, re-telling their story each time."

3.7 Young people who receive children's services may continue to need services when they are adults. This will involve transferring responsibility for assessing needs and providing services from children's to adults' services. The process of transfer is referred to as 'transition'. This transition needs to be planned to manage the process from children's services to adult services.

3.8 Transition from Children's to Adult Services has become an important issue in recent years. The National Service Framework for Children, Young People and Maternity Services highlighted the importance of ensuring safe and effective transition throughout children's services but also dedicates a standard to growing up into adulthood. Government policy emphasises that this is not solely a matter for healthcare professionals, since long-term conditions also have important educational, social and financial implications.

¹ A Transition Guide for all Services – Department of Health, 2007

- 3.9 Successful transition planning and programmes are crucially dependent on collaboration between children's and adult services. Well planned transition improves clinical, educational and social outcomes for young people. Transition should be viewed as a procession and not as a single event.
- 3.10 Implementing improved transition involves: recognition of the importance of the process; adequate consultation with professionals and users; flexibility in the timing of transition; a period of preparation for the young person and family; information transfer; monitoring of attendance until the young person is established in the appropriate adult oriented service.
- 3.11 Nationally young people with complex disability present particular challenges because often there is no equivalent adult service able or willing to take on their long-term health care and medical supervision. The need to develop a holistic approach for these young people is emphasized.
- 3.12 Key drivers for change identified – Nationally**
- 3.13 Aiming High for Disabled Children: better support for families (2007) The government review found that more work was needed to improve co-ordination and effectiveness of local services for disabled young people in transition to adult life.
- 3.14 Other National Policy Drivers**
- 3.15 Transforming adult social care (2008)**
- 3.16 This is also known as the Personalisation agenda. By April 2011 Councils with Adult Social Services responsibilities must ensure that “services are tailored to the needs and preferences of citizens. The overall vision is that the state should empower citizens to shape their own lives and the services they receive”.
- 3.17 Carers at the heart of 21st century families and communities: a caring system on your side, a life of your own (2008)**
- 3.18 This is the 10 year national strategy for carers, which was developed after extensive consultation with carers. Its outcome for young carers is that:
- 3.19 Children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and to achieve against all the *Every Child Matters*² outcomes.
- Children should not have to take on inappropriate types and levels of caring, which can affect school attendance, emotional and physical wellbeing and longer-term life opportunities.
- 3.20 The national Carers Strategy also recognises that the transition of young people from children's services is often a difficult time for carers as well as the young people concerned.

² <http://www.everychildmatters.gov.uk/>

3.21 **Valuing People Now (2009)**

3.22 The Government's new three-year strategy for people with learning disabilities sets out a range of commitments to improve health and healthcare for people with learning disabilities. *Valuing People Now* is based on the four key principles of:

- rights
- independent living
- control
- inclusion

Six key priorities have been set for 2009-10 for the Valuing People Now work programme:

- to raise awareness of *Valuing People Now* across national and local government, private and voluntary sectors and within wider society;
- to have an effective Learning Disability Partnership Board operating in every Local Authority;
- to secure access to, and improvements in, healthcare, with Strategic Health Authorities and Primary Care Trusts (PCTs) responsible for, and leading, this work;
- to increase the range of housing options for people with learning disabilities and their families, including closure of NHS campuses;
- to ensure that the personalisation agenda is embedded within all local authority services and developments for people with learning disabilities and their family carers, and is underpinned by person centred planning; and
- to increase employment opportunities for people with learning disabilities.

4.0 TRANSITION IN HARINGEY

4.1 Haringey has a well established multi-agency approach to transition planning involving young people and their parents/carers, education and health professionals, Connexions (Personal Advisors) the Disabilities team and many others. The transition plan is initiated at the young persons 14+ transition review as outlined in the Special Educational Needs (SEN) Code of Practice. The Transition Plan identifies the steps to be taken to address the young person's needs on leaving school and is updated and amended at each subsequent review meeting until such time as the young person leaves school.

4.2 Haringey's Children and Young People and Adults' Services have identified the need to further improve transition for young people with Additional Needs, Learning Difficulties and Disabilities, including young people with special educational needs but without a statement, young people with mental health difficulties and young people leaving care. There is also a need to ensure all planning reflects the National Transition Programme to raise standards and to learn from best practice identified through this process and also the Personalisation agenda. Greater emphasis also needs to be placed on the key roles young people and their families, separately and jointly have in this agenda.

4.3 Strategic Issues – Children and Adult Services

4.4 The Council's objectives and key mission is to enable young people aged between 14 and 25 years, with additional needs (to include young people with learning, physical or sensory difficulties, mental health difficulties and who are vulnerable), to move successfully into the adult world through strategic planning and inter-agency cooperation. It must ensure that robust transition arrangements are in place across the Local Authority (LA) and deliver consistent outcomes and to ensure that operational procedure mesh with adult budget planning cycles.

4.5 Children with statements of special educational needs have their statement reviewed annually, at an annual review meeting. The first annual review meeting to focus on transition planning takes place in year 9 when the young person is 14 yrs old. It is reviewed and updated at subsequent annual review meetings until the young person leaves school.

4.6 Plans are monitored by the Special Educational Needs (SEN) Administration Team in the Children and Young People's Service (C&YPS) to ensure they are held within timescales and are of good quality. Schools have received training and guidance on transition reviews, including training provided by Adults Services for special schools on Person Centred Planning. Information from the transition plans is collated in the 14+ Transition Panel minutes.

4.7 The 14+ Transition Panel is multi agency, meets monthly and comprises representatives from Children and Young People's and Adults Services including education and social care, Connexions, NHS Haringey, Special schools and Haringey Sixth Form and College Of North East London (CONEL). This Panel tracks and monitors all young people with statements, identifies those requiring on going care and follows up actions for individual young people as appropriate.

- 4.8 The overall data is shared with Adults Services in order to inform future planning in terms of service provision, training and commissioning needs.
- 4.9 The Panel wanted to know if there was a system in place for identifying young people in transition moving into the borough and learned that if a young person with a statement of Special Educational Needs (SEN) moves into the borough the SEN department is informed either by the previous local authority (LA) or, if new to the country, by School Admissions. If the family become known to health services or another service first, e.g. GP, they will also ensure the SEN department is aware of the family. If a young person acquires a disability e.g. after an accident or sudden onset of medical condition, again the SEN department is made aware. If the young person is 14yrs+ they are automatically referred to the 14+ Transition Panel.
- 4.10 At the time of reporting, there were 138 young people aged 14 -19 years with a statement of SEN placed out of borough. The table below shows the range of those placements.
- 4.11 The school which the young person attends is under the same duty to provide a transition plan from aged 14 yrs and send to SEN Department in Haringey. A representative from Connexions in the LA in which the young person resides also attends. Once the Annual Review and the Transition Plan is received it is recorded within the SEN department and circulated to all relevant agencies in Haringey including Connexions, Adults Services and Social Care.

Total No of Year 9 plus students with Statements attending out of borough schools: 138
(includes CIC to Haringey whose support/school placements we fund)

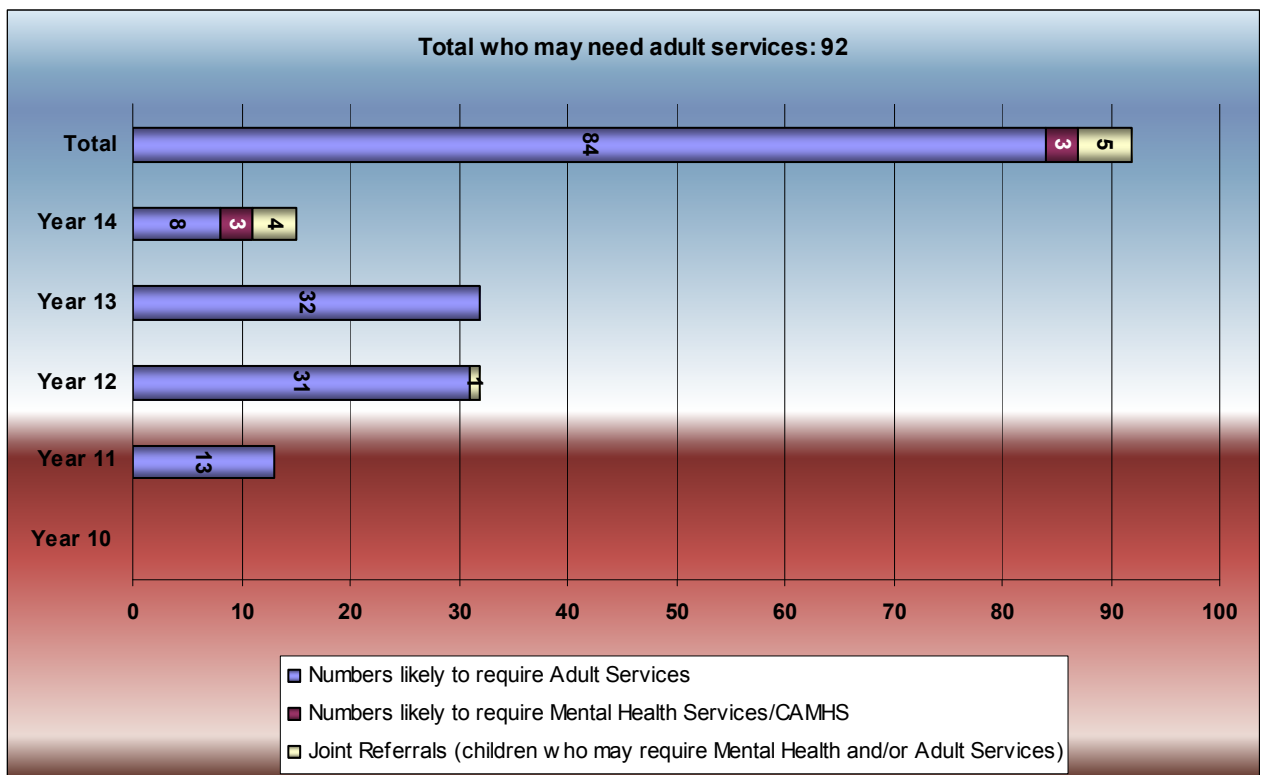
	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	
Maintained Mainstream	16	13	10	1	1		41
Maintained Special	4	6	9	6	3	3	31
Independent Mainstream (Day)	3	2	2	1		1	9
Independent Special (Day)	5	8	4	2	1	2	22
Independent Special (Residential)	2	4	5	5	6	3	25
Academy	2	2	2	1			7
Pupil Referral Unit	1						1
Other		1	1				2
	33	36	33	16	11	9	
							138

4.12 Transition Planning

4.13 Young people who receive children's services may continue to need services when they are adults. This will involve transferring responsibility for assessing needs and providing services from children's to adults' services. The process of transfer is referred to as 'transition'. (see Para 1.5 A key success factor in the transition process is the multi-agency involvement which ensures school leavers are offered appropriate post 16 or post 19 provisions. Options likely to be discussed include employment, training, further education, higher education, social care day services or a mix of these to make up an individual package.

4.14 As mentioned earlier, the panel was informed that children with Statements of Special Educational Needs (SEN) have their statements reviewed annually. The first annual review meeting focussing on transition planning occurred when the young person was in year 9 (14 years old). At the time of reporting, there were approximately 1,200 young people with statements. The review found that there was a good group of Special Educational Needs Co-ordinators (SENCOs) in the borough. There are currently 372 young people with a Transition Plan. The transition arrangements for children on School Action and School Action Plus rests with the school and Connexions Service.

4.15 At the time of the scrutiny review, there are currently 92 young people with statements in the 14 – 19 yrs age range who have been identified as requiring adult services. The table below shows how clients are categorised.



4.16 The Panel commented on the relatively small numbers of young people likely to require mental Health Services and was informed that whilst the numbers of young people diagnosed with mental health and likely to require mental health services are

very small, their needs are complex, in addition this group were likely to be diagnosed at a later stage.

4.17 Haringey Learning Disabilities Partnership

- 4.18 Haringey Learning Disabilities Partnership (HLDP) recognises that people who have learning disabilities often do not have their health needs met effectively (See Haringey Scrutiny Review 2007³). This is reinforced by national data and evidence (e.g. Michael 2008⁴, Mencap 2007⁵ Parliamentary and Health Service Ombudsman 2010⁶). *Valuing People Now* includes health as a priority area for improvement. Haringey's community team will lead on this in line with government policy and the wish of service-users and families to receive services in their community. The Learning Disabilities community health outreach model of health provision was developed and agreed at HLDP Board for all people. It includes Black and minority ethnic people, with long term health conditions and mental health needs being supported in the community so reducing hospital admission.
- 4.19 The development of an intensive, clinically grounded, community-oriented service for people with complex needs has many benefits to the person and the service in general. Not least is the delivery of person-centred care at the core of its function.

³ Haringey Council 2007 Healthy and Equal: improving the health of people with profound and multiple learning disabilities. A review by the Overview and Scrutiny Committee

⁴ Michael J. 2008 Healthcare for all: the independent inquiry into access to healthcare for people with learning disabilities. 2008.

⁵ Mencap 2007. Death by indifference

⁶ Healthcare for people with learning disabilities: recommendations of the Parliamentary and Health Service Ombudsman 2010

5.0 ENGAGEMENT – MY SERVICE AT 18

- 5.1 My Service at 18 has been established as a joint strategic transition planning group between the Children & Young People Services and Adults Learning Partnership. Up to this point each Directorate had its own strategic group with some representation from the Directorates on each. The new strategic group comprises wide representatives from Statutory and voluntary services, parents and providers. The group has had its first away day which members of the review panel attended as observers, and has agreed a joint action and delivery programme comprising short, medium and long term goals. The group meets every six weeks and a further away day to reflect on progress is planned for May 2010. The group will report to The Disabilities Forum, the Children's Trust and to the Learning Disability Partnership Board and the Well Being Stream Board, which in turn links to Haringey Strategic Partnership.
- 5.2 My Service at 18 strategic planning group has identified four work streams to take this work forward. They are:
- A needs analysis of specific complex needs/mapping of services in Children's and Adults
 - Protocols including procedures and pathways
 - Social inclusion and personalisation
 - Information, participation and consultation
- 5.3 The group has identified the need to review the multi agency transition pathway to reflect:
- The establishment of the joint My Service at 18 Steering group
 - a wider age range of 14 -25 yrs
 - increased number of pathways into transition as follows
 - Young people with Learning difficulties
 - Mental health needs with Learning difficulties
 - Physical health care needs
 - Autistic Spectrum Disorders
 - Learning difficulties Mental health needs without Learning difficulties
 - Vulnerable young people including those with Asperger's Syndrome, at School Action and School Action +, Not in Education, Employment Training and leaving care
 - Young people with continuing care needs, in particular those placed out of borough
- 5.4 The revised pathways include short, medium and long term goals within a two year timeframe. A short term example is to reframe the 14+panel to the Transition Support Panel and to map out how all the Pathways are linked. This requires clarification of all eligibility criteria and the identification of key people in all agencies and clear roles and responsibilities.
- 5.5 A medium term example is to further define the multi agency commissioning role for vulnerable young people who currently may fall through the net. A long term goal includes an agreed governance process which will enable regular monitoring and review of protocols and pathways.

- 5.6 The Panel learned that young people and their families had been consulted about their expectations for their future and what they perceive are the barriers and what would help the transition process. Families have been consulted through the Aiming High programme in addition to the on going work initiated by the Additional Educational Needs/Special Educational Needs (AEN/SEN) Parent /carers Forum.
- 5.7 The Autistic Spectrum Disorder steering Group is looking at the development of autism specific provision for young adults post transition. The Group involved parents carrying out small group and individual discussions on their experiences to date, good practice and gaps in the provision.
- 5.8 The Learning Disability Partnership Board has parent representatives of young people in transition. On 21st October 2009 Haringey Learning disability Partnership hosted an Away Day to enable the Service to look at the work they wished the Partnership board to undertake. Scott Watkins, co- National Director of the Valuing People Team and Debbie Robinson, London Regional lead attended the morning session. Discussion on the day included how to improve service for young people and their families. Representatives of services such as housing and leisure also attended. In addition parents who are also members of the Partnership Board and other carer forums now lead on service developments and their work with Autistic Spectrum Disorder provision is an example of this outcome.
- 5.9 The panel was pleased to learn that a parent has agreed to keep a transition diary for her 14 year old daughter with Downs syndrome. The aim is to recruit other parents and their young people keep diaries/record of their experiences.
- 5.10 A number of parents with young people in transition attended a meeting with the panel and outlined their experiences.
- 5.11 The parent of a 20 year old relayed her experiences to the panel. After arriving from Africa; her 12 year old son attended school in London Borough of Enfield even though she was a Haringey resident. Her son is severely Autistic. She felt that she had experienced a lack of support from Haringey Social Services; her son eventually received some support and was settled in his school environment. However there were issues relating to his transfer from secondary school to college as she felt that the college was not equipped to meet his needs. There was no information readily available to signposts to services she could access. The panel learned that this client would be likely to benefit from the advent of the Personalisation agenda through the use of personal budget, where the family would have the potential to influence the way they receive support.
- 5.12 The parent of a 16 year old autistic boy stated that she received good help and support from Haringey. Her son has benefited from multi-agency support; her son attends college in Acton and wants to teach. The family has been encouraged by all agencies involved to support him in reaching his full potential.

Recommendations

The Learning and Skills Council proposed changes to funding arrangements

The Panel was made aware that the Government has accounted, as part of the machinery of government changes, that 16-18 funding for sixth forms and colleges will be delivered through local authorities in the future, subject to consultation and the passing of the necessary legislation. In the interim, the Learning and Skills Council will remain responsible in law and practice for the allocation of funds to all forms of post 16 education and training together with other higher education. The panel recommend that:

Recommendation 1

The Council should take the lead and control on the way in which the money is spent especially if this is not ring-fenced.

Recommendation 2

The Council should lobby central government to ensure ring fencing of funds especially as this could have an adverse impact on adult social care in terms of day service provisions.

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Recommendation 4

Work with Health

The panel recommends that the work with health is further developed with particular emphasis on pathways for young people with mental health issues.

6.0 PERSONALISATION

- 6.1 Personalisation of services was defined as ‘the way in which services are tailored to the needs and preferences of citizens’, the overall vision is that the state should empower citizens to shape their own lives and the services they receive. This transformation in the way that services are shaped and provided is being compared with the changes which occurred with the introduction of the NHS Community Care Act 1990.
- 6.2 The ‘Our Health, Our Care, Our Say’ white paper confirmed that people want support when they need it, easily, and in a way that fits into their lives. This means that every person who receives support will have much more influence over the services they receive in all care settings. The concept of personal budgets gives those receiving care or support a full understanding of the finance that is available to them and influence over how the money is spent. The task of local authorities is to create an environment where choice is available, where investment is in preventive options that maintain people’s independence, and where there are sustainable support systems. Social workers need to facilitate people’s choice, rather than provide professionally led assessment and care planning.
- 6.3 Personalisation varies from area to area but has the potential for services to solve problems together; this service could have a major impact on quality outcome for the individuals. There has been a significant amount of national research carried out on Transition and this showed that the barriers to good transition outcomes included:
- Delays because of transitional worker capacity and slow allocation to teams.
 - Limited monitoring and tracking
 - Insufficient strategic planning
 - Parents/carers feeling they have little information
 - The need for transition reviews and plans to be person centred.
 - Out of area placements
 - Lack of supported employment service and
 - Difficulties accessing activities.
 - Difficulties around funding.
- 6.4 Consultation with young people nationally shows that they want:
- A job
 - To go to college
 - More independent living including housing, shopping, cooking
 - Managing money
 - Making friends through normal channels
 - A boyfriend/girlfriend
 - To be safe
 - To be in control
 - Emotional support
 - To be able to go out locally
 - To have some choices and
 - To know early what they need to do to achieve their goals.

6.5 Impact of personalisation

- 6.6 The Panel heard that the work on personalisation and a mapping of needs specific outcomes with regard to Adult Social Care (ASC) has enabled the early identification of market area for development, including specific complex needs housing in borough. The panel heard that this has led to the inclusion, through person centred approach of 3 people with Learning Disabilities and complex needs into shared ownership pilot project. Also support for market development has led to commissioning of day opportunities and skills training for young people with complex needs which will lead to employment pathways. A specific example of this is the early identification and commissioning of educational resource, which has enabled 10 people from transition to attend a newly commissioned educational resource, which equips and prepares for work opportunities for people with Profound and Multiple Learning Disabilities and complex needs.
- 6.7 The work of the ASC steering group and early learning from the personalisation pilot has supported the workforce developments that will be needed to respond to transformation. Hence the training dept are working closely with parents/ carers of people in transition from the transition group, and the National Autistic Society to develop a training programme which will enable the development of staff and other stakeholders to respond to the needs of people with ASC.

6.8 Linking services

- 6.9 The panel learned of the difficulties experienced by some families in understanding the complexities of the transition process and felt that a dedicated officer who could work with Children and Young People Services (C&YPS), Adult and Community Services (ACS) and Health Services would help mitigate the inherent problems of the transition from one service to another. It recommends that there is a dedicated transition officer operating jointly within C&YPS Adult and ACS and Health Services with responsibility to oversee all departments in co-ordinating the transition process for each young person.

RECOMMENDATIONS

Recommendation 5

Linking services

The panel learned of the difficulties experienced by some families in understanding the complexities of the transition process and felt that a dedicated officer who could work with Children and Young People Services (C&YPS), Adult and Community Services (ACS) and Health Services would help mitigate the inherent problems of the transition from one service to another and **recommend** that there is a dedicated transition family support operating jointly within C&YPS Adult and ACS and Health Services with responsibility to oversee all departments in co-ordinating the transition process for each young person.

Recommendation 6

Improving information

Children and Young People's Services should ensure that all agencies working with the transition of young people should be involved in the production of an information pack or directory around "Transitions and moving from children's services to Adult Services - easy guide for service users and Carers" to cover all agencies; services and support available; details of where to go for support and what should be provided including out of borough provisions.

Recommendation 7

Children and Young People's Services should develop user-friendly non-corporate web pages, dedicated to the transition of young people, providing information for users and carers about services, networks and options available to them.

Recommendation 8

Children and Young People's Services should ensure that improved and efficient working exists between departments ensuring joint team training, meetings and better sharing/use of data.

Recommendation 9

It is apparent that the transition team is a small unit with two workers dealing with large numbers of clients with complex needs in addition to carrying out eligibility assessment for clients who might have support needs. It is important to build capacity within the transition team to support clients.

7.0 EMPLOYMENT & TRAINING.

- 7.1 It is apparent that there is a lack of employment opportunities for young people with special educational needs as they make the transition from C&YPS to ACS. The Council and its partners need to be proactive in creating employment opportunities and work experience placements for young people. The panel recommend that Human Resources Services in Haringey should consider an employment quota system for young people with learning difficulties; mental health issues and with physical disabilities to ensure employment sustainability either internally or with partners.
- 7.2 The panel learned that the Department for Health is to undertake a recruitment campaign for Social Care. The recruitment drive comes as a new survey reveals more than a third of people would consider switching into a career in social care, especially in younger age groups. The panel recommend that the Council should consider training children leaving care to work within the care profession e.g. within children homes; in the NHS, Colleges and Voluntary Sector. This would enhance their aspirations and would also act as an incentive and as role model, especially for those in transition.
- 7.3 Strategy to determine how information is shared between partners**
- 7.4 The Panel wanted to know what strategies were in place to manage the sharing of information between partners. It learned that the Information Sharing protocol, which outlines how information is shared between Children and Young People's Service and Adults, will be further developed as part of the Procedures and Protocols work stream agreed by *My Service at 18* Strategic Steering Group. The newly formed *My Service at 18* strategic steering group comprises wide representation from partner agencies.
- 7.5 Roles and responsibilities for all partner agencies are being reviewed as part of the *My Service at 18* strategic plan.

Partners include:

Schools in and out of borough
Social Workers
Connexions
SEN Department
NHS Haringey
GOSH Haringey. PCT
CAMHS
Adults LD Service
Adults Sensory and Physical Difficulties Service
Adults Mental Health
Housing
Haringey Sixth Form Centre
SHENEL
Area 51
14-19 Strategy
LSC
Markfield

Contract and Commissioning
Participation team
LD Partnership Board
ASC Steering Group

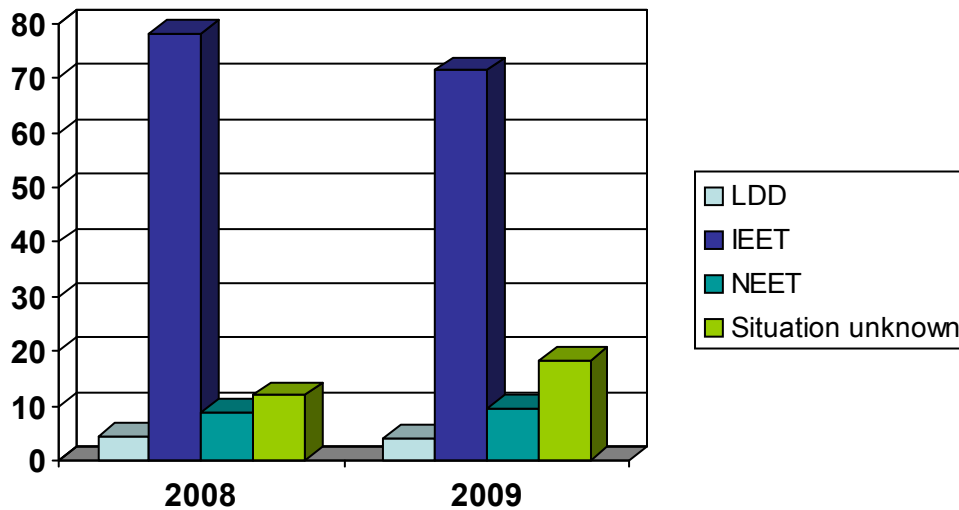
- 7.6 The strategy for identifying barriers and challenges to effective local partnership working is part of the on going work of the *My Service at 18* steering group through the work plan.
- 7.7 My service at 18 has now been established as a joint strategic transition planning group between the Children and Young People's Services and Adult Learning Disability Partnership. The new strategic group comprises wide representatives from Statutory and voluntary services, parents and providers. The panel recommends that the Adult Outreach Team and Youth Offending Teams should be included in the list of key agencies.
- 7.8 However, the panel did question whether the number of representatives involved could lead to a lack of clarity between partners over remit and responsibilities and whether this could lead to duplication. It recommends that there should be a lead agency with over-arching responsibility.

8.0 CONNEXIONS SERVICE

- 8.1 The Connexions Service was established in 2001 in order to provide a comprehensive service to meet young people's need for information, advice and support. Following the publication of Every Child Matters, Next steps, children's trusts were set up in each local authority area. From 1st April 2008 funding which had been directly provided to each Connexions Partnerships went directly to all local authorities through the new Area Based Grant with local authorities now having responsibility for delivery. The panel met with the Partnership Team Leader in the Connexions Targeted Service and the Network Areas Team Leader in the Connexions Universal Service and lead for work with young people with Learning Difficulties and Disability in Haringey.
- 8.2 The Panel was informed that Local authorities must provide all 13-19 year olds and those up to 25 with a learning difficulty or disability with reasonable face to face access to a Personal Advisor, to provide information, advice, guidance and advocacy to targeted support services. Haringey Connexions Service work to Section 139A⁷ Assessment in Haringey the person's Connexions Personal Advisor (PA) is responsible for ensuring that the assessment is carried out. The PA works closely with the young person, the parent and/or carers, the current school, Pupil Referral Units, college or work based learning provider, and other professionals involved in supporting the young person, to ensure the assessment of their education and training needs. The transition from school to a new learning establishment can be a difficult time for any person. Those with learning difficulties are at risk of not making a successful transition. As a result young people with learning difficulties are less likely to participate in education, or training post 16 as those without LD, and are twice as likely to be NEET (not in education, training or employment).
- 8.3 The Connexions Personal Advisor (PA) has to be invited to the 14+ panel meeting and subsequent reviews and must attend both the transition review and the final year review. This offers the young person the chance to get to know the PA and for the family and the young person to become familiar with the support services provided by Connexions.

⁷ An assessment of a young person with a learning difficulty that results in a written report of their education and training needs and the provision required to meet those needs.

8.4 Reducing the number of young people not in education, employment or training (NEET) is one of the Council's priorities. Connexions monitor the destination routes of all young people leaving school. NEET data is produced annually which shows that the position of young people with Learning Difficulties and Disabilities (LDD) in Haringey is improving.



Recent records show the improving situation in Haringey for young people with Learning Difficulties and Disabilities [LLD]

- 4.4% of the 16-19 cohorts were identified as having learning difficulties and/or disabilities, which is above the equivalent figure for October 2008 when 4.1% was identified as having Learning Difficulties and Disabilities (LDD).
- 78.0% were in Employment Education Training compared to 71.4% October 2008.
- 8.8% of those with LDD were NEET compared to 9.6% in October 2008.
- 11.9% were with situation not known compared to 18.3% in October 2008

8.5 Connexions is involved in the 14 plus panel where the young person's needs are discussed and identified. During discussions it was acknowledged that there was a need for structured referrals from Haringey Community and Strategic Housing Services in terms of the way in which referrals were made to Connexions. The review panel was pleased to learn that Haringey Strategic and Community Housing Services will shortly be participating on the 14 plus panel.

8.6 Connexions representatives informed the Panel that Connexions is sometimes the first port of call for some young people, who contact them out of normal working hours, for urgent support. A gap in communication and information sharing was identified as Connexions need to be able to readily identify the young person. There were also concerns about the needs of clients who do not meet the threshold for adult services but who nevertheless have significant needs.

8.7 The review identified that Partnerships can only work when there is a clear understanding of the respective aims, roles and responsibilities of the partners and the nature of their relationships, which in turn depends on clarity of information, good communication and transparent policies and concluded that more needed to be done to improve the information flow between Haringey

8.8 Managing data

8.9 Analysis of data and community engagement at various levels results in strategic planning for individuals and identified group needs, e.g. autism. The newly appointed Learning Disabilities Commissioning Manager in Adult Services is completing a Joint Strategic Needs Assessment on Learning Disabilities, Mental Health and Autism. This will provide an opportunity to carry out more detailed analysis of housing, health, education and employment for young people over the next 10 – 15 years

8.10 Connexions maintain a data base for all young people 13 – 19 (and up to 25 years for learning disabled young people).

8.11 Children Services maintain a database of all 14 year olds to inform, Adult Services. The information is shared at regular monthly meetings.

8.12 The panel was of the view that there were too many assessment points and that there was potential for cost savings in reducing duplication and creating a central point for assessments. Generally the sharing of data works well however the panel felt that it was not used sufficiently to plan provision strategically. The Panel acknowledges that there is a lot of good work being undertaken by each partner however there was a need for more joined up working; improving communications and sharing of information. It was also unclear to the panel whether any one individual had overall responsibility for pulling all the various strands together particularly for the purposes of establishing clear lines of responsibilities.

8.13 Staffing and resources in the Connexions Services

8.14 Reviews and assessment meetings are held in addition to transition and care review meetings [Adult Services and Health Services) which could be very confusing for the young person. In addition, the panel learned from Connexion representatives that approximately 20% of their work was duplicated particularly around assessment. The panel recommends that in accordance with the transition protocol there should be an integrated review aimed at minimising duplication in assessment activities together with closer working and better sharing of information between partners. This would streamline services and reduce the level of duplication, ensuring greater utilisation of scarce resources.

8.15 At the time of reporting, there are approximately 50 members of staff working in connexions; this includes a Personal Advisor in all schools, and only 2 full time Learning Difficulties and Disabilities officers. The panel identified difficulties with respect to providing an efficient Connexions service to young people with learning difficulties because of both the level of workload; information sharing and the staffing capacity within this service.

- 8.16 With reference to longer term planning and identifying clients from a younger age, the Panel was pleased to note that Connexions has identified this issue and were in the process of establishing a panel for younger co-hort, together with the setting up of a 16 plus panel in order to address the gap in provision specifically for 16 and 17 year olds.
- 8.17 In terms of the varied role played by Connexion Services particularly around tracking the needs of 16 -25 year olds leaving care, the following concerns were noted:
- Young people might be receiving help from different sources; Connexions may not be aware of this and some might slip through the net.
 - There were also concerns about those who do not meet the eligibility criteria for adult services. The panel recommend that C&YPS ensures that improvements are made to communication protocol between all agencies to establish clear lines of responsibilities particularly for out of hours provisions. Connexions Services, adult career services, health services and Jobcentre plus need to cooperate fully to support individual young people and offer access to advice and signposting.
- 8.18 There were concerns about the use of different assessment tools by the various agencies. Whilst the panel acknowledged that some issues might be addressed through the Common Assessment ⁸Framework (CAF) – a key part of delivering frontline services that are integrated, and are focused around the needs of children and young people. The CAF is a standardised approach to conducting assessments of children's additional needs and deciding how these should be met. It can be used by practitioners across children's services in England. The Panel nevertheless recommend a review of the multi-agency assessment tools to minimise duplication whilst capturing all aspects of an individual's life, to determine education, physical, emotional and social needs.
- 8.19 Representatives from connexion Services expressed frustration at the length of time taken to receive response from Council Departments. The panel felt it was important to ensure that all council departments adhere to the minimum standards for responding to enquiries in line with the Council's Customer Care Charter.
- 8.20 The Panel was made aware that the Government has announced, as part of the machinery of government changes, that 16-18 funding for sixth forms and colleges will be delivered through local authorities in the future, subject to consultation and the passing of the necessary legislation. In the interim, the LSC will remain responsible in law and practice for the allocation of funds to all forms of post-16 education and training other than higher education.

⁸ The CAF promotes more effective, earlier identification of additional needs, particularly in universal services. It aims to provide a simple process for a holistic assessment of children's needs and strengths; taking account of the roles of parents, carers and environmental factors on their development. Practitioners are then better placed to agree with children and families about appropriate modes of support. The CAF also aims to improve integrated working by promoting coordinated service provisions - DCSF

RECOMMENDATIONS

Recommendation 10

Employment & Training

It is apparent that there is a lack of employment opportunities for young people with special educational needs as they make the transition from C&YPS to ACS. The council need to be proactive in creating employment opportunities and work experience placements for those young people who need them. The panel **recommend** that Human Resources Services in Haringey should consider an employment quota system for young people with learning difficulties; mental health issues and with physical disabilities to ensure employment sustainability either internally or with partners.

Recommendation 11

The panel **recommend** that the Council should consider training those who are leaving care to work within the care profession e.g. within children homes; in the NHS, Colleges and Voluntary Sector. This would enhance their aspirations and would also act as an incentive and as role model, especially for those in transition.

Recommendation 12

Connexions Services

Children and Young People Services should ensure that improvements are made to communication protocol between all agencies to establish clear lines of responsibilities particularly for out of hours provisions. Connexions Services, adult career services, health services and Jobcentre Plus need to cooperate fully to support individual young people and offer access to advice and signposting.

Recommendation 13

The panel **recommends** that in accordance with the transition protocol there should be an integrated approach to minimise duplication of assessment activities together with closer working and better sharing of information between services. This would streamline services and reduce the level of duplication, ensuring greater utilisation of scarce resources.

Recommendation 14

The panel acknowledged that some issues might be addressed through the Common Assessment Framework they nevertheless **recommend** a review of the multi-agency assessment tools to minimise duplication whilst capturing all aspects of an individual's life, to determine education, physical, emotional and social needs.

Recommendation 15

Representatives from connexion Services expressed frustration at the length of time taken to receive response from Council Departments. It **recommends** that all council departments adhere to the minimum standards for responding to enquiries in line with the Council's Customer Care Charter.

9.0 HARINGEY STRATEGIC AND COMMUNITY HOUSING SERVICES

- 9.1 It is clear that Children and young people would be at risk if Housing Services and Children Services do not work together with relevant partners, to ensure that they receive appropriate services as close as possible to the point of need.
- 9.2 Reliable and sustainable joint working can only be achieved through formal agreements of joint protocol between the agencies. This would enable partners and service users to understand their roles and efficiently engage in joint working. This will lead to improved communication, increased and more effective joint working and better outcomes for young people.
- 9.3 In line with the above, the panel was keen to understand the relationship between Haringey Strategic and Community Housing Services, Children and Young People Service and Adult Services. In addition to receiving written responses to a list of questions constructed by the panel, The Head of Housing Needs & Lettings, Strategic & Community Housing Services (SCHS) was invited to a meeting of the Review Panel to outline the services on offer to this client group. In response to a question on how many young adults in this category are currently housed by the Council, including a breakdown in terms of gender age, and ethnicity the Panel learned that SCHS do not have precise numbers in this group, however the Special Needs Team have dealt with over 200 cases which includes families with young adults. When a young person who is part of a household that is homeless or potentially homeless and to whom the Council has a statutory responsibility under the Housing Act 1996, they can be assisted initially with temporary accommodation and ultimately permanent accommodation. This is dependent on other factors and includes an assessment process involving the Council and the Special Needs Team where there are physical or mental health issues.
- 9.5 The current lettings policy (under review) awards specific points for medical, mental health, lack of facility or property conditions. This, along with a dedicated housing advice and options team means that the SCHS can also assist by exploring alternative options such as resettlement in the private sector with support.
- 9.6 Those young people with physical disabilities needing specific adapted accommodation may prove difficult to house as adapted units are very scarce. The SCHS is working with Housing Association partners to increase the supply of this type of accommodation. Whilst the council is looking at increasing supply, it was acknowledged that there are a number of competing priorities and there are less than 100 adapted properties in the borough. It was felt that the Council was reactive rather than proactive in this area, however there were discussions about the possibility of providing a quota system with a number of units set aside to be able to more effectively meet the needs of different client groups with specialist needs,. The panel also noted that there was no Service Level Agreement between relevant services

9.7 Referrals to SCHS

9.8 The Panel asked SCHS whether they could identify how young people in transition were referred to them, whether the system worked and the possibility that some clients might be in need but were unknown to them. The Panel heard that it was not always easy to identify this client group as there are no specific monitoring arrangements in place in the Housing Service to distinguish them. As a result of the scrutiny investigation, the panel learned that dialogue is to take place with SCHS colleagues in Social Care in order that appropriate mechanisms can be developed to identify and capture this specific need. Only a small proportion of households/young adults are formally referred to the SCHS as most clients are simply informed of the process for applying for housing. Recently the SCHS and Children's Services have put in place pro-active working protocols which have improved the referral mechanisms between the services. SCHS will consider putting a similar arrangement in place for this client group between children, adult and housing services so that access and referrals can be improved and streamlined, this will lead to an enhancement of services provided to this group and minimise the number of clients who are not benefiting or accessing services. Whilst this information is available through the 16 plus panel it was felt that gaps existed for 14-18 age groups where early identification of housing needs could be mapped to ensure the commission of appropriate accommodation.

9.9 Learning from other authorities

9.10 In response to a question as to whether SCHS drew on best practice from other boroughs to inform their processes, the panel learned that at present SCHS do not fully draw on best practice in this area, however they work across the North London Sub Region on a range of Housing and Social Care issues, The panel recommend that the remit of the North London Sub-Regional meeting on Housing and Social Care issues is expanded to include the needs of young people in transition.

9.11 Equalities and diversity

9.12 There are overall equalities performance management systems which seek to comply with the local government equalities standards and framework. Specific equalities data on ethnicity, gender, and disabilities is captured for clients housed in the Social Housing Sector. SCHC monitoring systems show that the overall allocation of social housing is in line with the diverse communities within the borough.

9.13 People in transition moving into the borough

9.14 The Panel learned that there are formal liaison methods between local authorities which enable the exporting boroughs to inform the receiving boroughs where clients with Special Needs move into their locality. In housing, a specific Pan London System called 'Notify' is in place. This is a shared Pan London database that facilitates data and information exchange of households in Temporary Accommodation moving across local authorities. There are also Sub-Regional Supporting People Forums.

- 9.15 The Panel also learned that the Housing Service, Adult and Children's Services are working together on a number of issues. The Head of Adult Needs also advised that they are currently reviewing their protocols and procedures for young people in transition including vulnerable young people, young people with mental health difficulties with and without learning difficulties and young people with a range of disabilities.
- 9.16 The steering group from Children and Young People's Service and Adults have been joined to establish a new steering group. A Housing representative will sit on this group and will ensure that it works with housing in the revised protocols.

RECOMMENDATIONS

Recommendation 16

Strategic & Community Housing Services

The panel **recommend** that SCHS ensure that specific monitoring arrangements are in place to identify young people in transition, by ensuring dialogue is in place with colleagues in Adult Social Care to identify and capture specific needs of those in transition.

Recommendation 17

The panel **recommend** that SCHS ensures that the remit of the North London Sub-Regional meeting on Housing and Social Care issues be expanded to include the needs of young people in transition.

Recommendation 18

The panel **recommend** that Strategic Community Housing Services put proactive measures in place between Children's Adult and Housing so that access and referrals can be improved and streamlined. This will lead to enhancement of services provided to those in transition, thus minimising the number of clients who are not benefiting or accessing services.

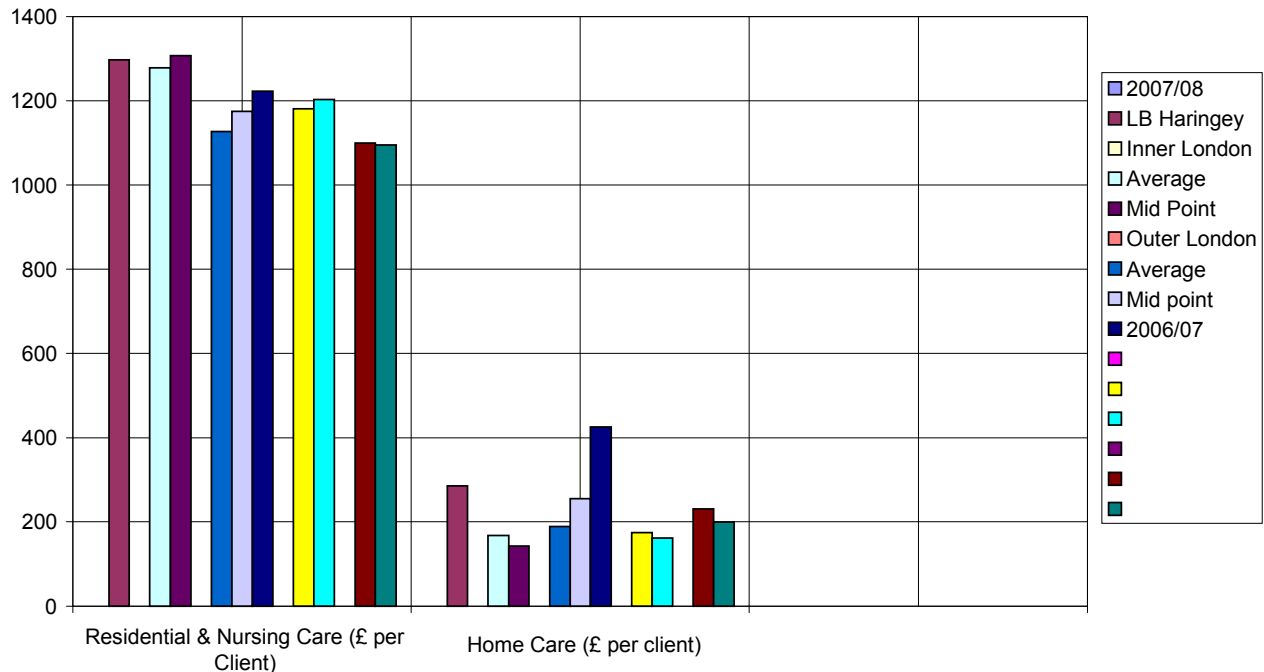
10.0 VALUE FOR MONEY

- 10.1 The budget available for care packages for people with a learning disability in Haringey is £10.421 million and covers all LD clients up to age 64 and all services that they may receive from external providers. This budget has increased over the past 2 years to allow for the additional costs to the LD service of transition clients moving from the children's service to adults. £2.1 million was added over the two years 2008/09 and 2009/10 and a further £2.013 million is to be added for the three years commencing 2010/11. With no other budgetary increases this will bring the total care purchasing budget to £12.434 million by 2012/13. The investment of £2.1 million in 2008/09 and 2009/10 has funded 65 transition clients at a cost of £2.3 million. The Panel asked how the difference between the £2.1m growth and £2.3m spend was met and learned that the additional costs has been met from agreeing and receiving joint funding for some cases from NHS Haringey.
- 10..2 Within Children's Services spending on children with learning disabilities covers a range of budgets all primarily funded from within the Dedicated Schools Budget (DSB). Those children with Learning Disabilities might be placed within mainstream schools, particularly special schools. For those with higher levels of need that cannot be accommodated within the authority's schools they may be placed in out borough settings, some of which are residential.
- 10.3 In 2009-10 the gross budget for out borough residential, day and special school provision amounted to £5.1m. A £0.4m contribution is received outside of the DSG from the Learning and Skills Council (LSC) in respect of 'post 16 pupils'. At £149 per pupil spending is slightly above the 2008-09 comparator authority S52 benchmarking information. For the group of 11 comparator authorities the range of spending in this area goes from £81 to £253 per pupil with an average of £127. However the pupil number divisor used in this calculation is the total 5-15 year old population and does not attempt to identify the number of children actually receiving these services.

10.4 Value for Money

10.5 There are no comparisons available purely for transition clients; however the table below shows Department of Health financial statistics for Learning Disabilities for 2006/07 and 2007/08. The 2008/09 data is not yet published.

DoH financial statistics for LD for 2006/7 and 2007/08



10.6 The Panel commented on the fact that the Audit Commission viewed Haringey as a high spending borough on commissioning and in response to a question on the strategies taken by the Children & Young People Service to address this. In 2009/10 extensive work had been undertaken, through a partnership with OLM, (OLM Group businesses work with local authorities to create an environment where choice is available, where investment is in preventive options that maintain people's independence, and where there are sustainable support systems. They work with social and healthcare professionals to help them facilitate people's choices in order to improve their health and wellbeing.) to reduce the current cost of residential care packages, recognising the fact that the unit costs are very high, when compared across London, and due to overall budgetary pressures. OLM were commissioned to examine the costs of the top 50 value packages with external providers, to review the break down of charges made to the Council and to achieve a reduction in fees being charged, with no impact on the service being received by the client.

10.7 To date this review has been concluded for 25 clients and the full year effect of savings achieved with this contract for Adult Services is £197k (09/10 part year was £177k). Once this initial exercise is completed it will be extended to other client groups and high cost packages.

10.10 The Council is working closely with OLM in order to better understand the cost breakdown of placements and to apply a cost calculator for future placements to ensure the council is maximising the value for money being achieved through residential placements. OLM helps to improve the quality and cost-effectiveness of social care, provide a range of consultancy services which enable local authorities to address government initiatives.

10.11 Commissioning

10.12 With financial pressures on local authorities continuing to grow, there is increasing demand to provide care services more cost effectively while retaining a level of service appropriate to the needs of each individual.

10.13 Financial management

10.14 Following Personalisation the world of adult services finance is in transition. Local authorities has historically managed and controlled the costs of service provision. This is changing local authorities in providing a personal individual budget for each service user to spend on their own services. With this change comes the need for greater value for money in service provision.

10.16 Financial control is moving from managing volume contracts to tracking the usage of service users' personal budgets and ensuring they are being spent appropriately.

10.17 The Panel considered the written submission and learned that the budget available for care packages for people with learning disability was £10.421 million which covers all learning disabilities clients up to the age of 64. The budget has increased over the past two years to allow for the additional costs to the LD service of transition clients moving from the children's services to adult. The Panel learned that extensive work had been commissioned through a partnership with OLM [a private organisation] to examine the costs of the top 50 packages with external providers to review the break down of charges made to the Council and to achieve a reduction in fees bring charged. The provider marking was very challenging and there was a need for:

- The introduction of a common contracting process
- Strong commissioning and maximisation of purchasing power
- Identifying training and support needs of procurement officers and training and better forensic accounting [officers would benefit from shadowing consultants, attending in meetings and negotiations] to develop transferable skills in-house.

10.18 Following discussions around the use of external consultants and the value to the Council, The panel was of the view that Children's and Adult Services should work closely with Central Procurement Team to produce robust tender specification in order to commission quality services at a reduced price.

10.19 The Care Funding Calculator is a tool developed in order to support local authorities, PCTs and providers to gain improved understanding of the cost of care placements in the Learning Disabilities, Physical Disabilities and Mental Health sectors, aiming to improve decision for local authorities and PCTs when purchasing care, to ensure improved outcomes for services users, and the best use of resources. With adult care budgets under huge pressure, the calculator allows both provider and commissioning staff to assess a fair price for residential care and supported living arrangements for service users.

RECOMMENDATION

Recommendation 19

The panel recommend that Children's and Adult Services work closely with Central Procurement Team to produce robust tender specifications in order to commission quality services at a reduced price.

11.0 CONCLUSION

11.1 Successfully meeting the needs of young people within transition requires partnership between all those involved – LEAs, schools, parents, pupils, health and social services and other agencies. Partnerships can only work when there is a clear understanding of the respective aims, roles and responsibilities of the partners and the nature of their relationships, which in turn depends on clarity of information, good communication and transparent policies.

Thanks

The Panel would like to thank all the individuals who contributed to the review by attending meetings and providing written submissions.

The Panel would also like to thank those officers who attended the meetings, and provided essential information and support for the review.

