

# **national transition support team**

working together to improve transition  
for disabled young people

## **Case Study: Cambridgeshire County Council**

### **Introduction**

**Using joint assessments to support young people with the most complex needs through transition and into adult life.**

### **Overview**

One of the challenges around transition is the different commissioning models used within children's services and adult services. The personalisation agenda has provided an opportunity for more bespoke services to be developed but this has moved more quickly within adult services.

This project looks at a small group of young people with complex support needs and considers how a more personalised service can be put together during the transition years prior to them turning 19.

### **Main transferable learning points**

- Having a designated person to oversee such a project is crucial to ensure that it has the required time committed to it
- Developing the provider market is crucial to supporting personalisation for young people in transition and beyond
- A joint commissioning data base can support strategic development of service and opportunities
- Establish an eligibility criteria that can work within both children and adult services
- Establish a working group that can support a project like this, and include a wide range of professionals as well as parent/carers and self-advocates
- Ensure that you have access to comprehensive information from 14 (or earlier) that is person centred – the year 9 review is a good place to start

### **Introduction**

Children and Adult services in Cambridgeshire are jointly committed to ensuring smooth transitions for all young people. For those with the most challenging need there is an identified need to have single coordinated support delivery that crosses the age bands of both services. Joint funding has been identified to support this process through the extension of person centred planning approaches and an agreement to develop a shared joint commissioning framework.

This case study describes the project pathway that plans to break down cultural and organisational issues between departments and providers, to look towards the best interest of the young person in Transitions. This is based on previous research, such as the Learning for Living and Work model of specialist in county education. Such research showed that a local support model, meeting needs locally, brings to young people and their families the advantage better long term outcomes.

### **Background**

It has been identified that the differences in the procurement/commissioning process between Children and Young People Services (CYPS) and Adult Support Services in Cambridgeshire can have a negative affect on young people who are undergoing the transition from care within CYPS to Adult Support Services. While CYPS procurement/commissioning processes are developed around spot placement, Adults Support Services apply the principles providing of bespoke services based on personal budgets. This can cause discrepancies in the types of placements that young people aged between 16-19 years old receive, as young

people can find themselves in placements that Adult Support Services cannot sustain financially.

This work has been driven by the service users' and parent carers' request for in-county resources and the benefit this brings.

Alongside this, the key difference between the care in CYPS and Adults acceptable payment levels for placements, particularly for young people with complex needs causing financial stress in times of scarce resources.

## **Aims and Objectives**

Aims and Objectives of the Project are as follows:

- A cohort of young people with the highest need being successfully supported within a personalised bespoke framework
- This cohort of young people to be established in their support prior to formal transfer of responsibility to adult services
- Working practices that operationalise the agreed strategic direction of children and adult services in regard to young people requiring complex support post 16
- Evidence that Cambridgeshire based solutions for complex support can be developed in a way that diminish the requirement to use institutionalised out of area placements

## **Approach**

The requirement of the project was that it should develop consistent funding levels, contractual arrangements and processes between CYPS Social Care and Adult Support Services for young people with complex needs aged 16+. It should also develop practice of bespoke service design within CYPS for young people aged between 16-19 years old with complex needs. We sought to achieve this by:

1. Providing expertise from the transitions team to support the children & young people resources team, from October 2010.

2. Developing and recruiting a temporary Project Worker (MB1 post) to provide support to CYPS teams to individualise commissioning through self directed support.
3. Funding with a mixed package of existing budget plus additional funds via Transitions Support Programme innovation and Outcome monies
4. Project to be led by Karen Chopping Transitions Team Manager, Adult Services and Sally Stubbing Team Managers Children's Resources and Placements Team, following sponsorship by Multi Agency Transitions Partnership Board

The agreed success criteria were that:

- Young people with complex needs under the age of 19 will receive bespoke packages of care. That would sit well with the move towards self directed support
- The number of young people receiving in county care with bespoke care packages that are within their resource allocation system and agreed level of indicative amount within Adult Support Services, would increase

Planning for this project started in early 2010 with support from Cambridgeshire's named regional advisor from the Transition Support Programme. The project was expected to run through to early 2012 in order to achieve a comprehensive process of embedding changed practice.

The first stage of the work to be completed included:

1. Identifying current adults care providers that young people can access from the ages of 16+
2. To work with care providers to design bespoke packages of care for young people which are aligned with Adults Support

Services processes and protocols

3. For these bespoke packages to be aligned with the CYPS development of personalised budgets
4. For these packages to include assisted technology and other equipment that aids independence

With the support of an in house PRINCE2 project manager we agreed a detailed, efficient and attainable project plan and process that included:

- Development of a working group to amend paperwork in alignment with adult contracts / to discuss cultural issues within the two services, to look for resolution of incompatible areas
- Establish a joint commissioning spreadsheet which prioritizes young people in terms of support and accommodation needs and includes savings and also collects soft outcomes
- Project staff attended and fed into provider forum supported by LM contracts Manager
- AR/KC begun to meet with individual care providers explain joint commissioning/procurement approach
- Developed a “front Sheet” whereby CPRT could provide a quick but effective snap shot of a young person’s accommodation and support needs. This will not only focus a search but save time in the trawl for an appropriate resource. To be used in tandem with the assessment paper work ( assessing provider/provision) developed through START (Students Assessment and Resources Team)
- Initial work started with 5 young people currently highlighted at risk of going out county or already out of county and looking to return. One of these young people has since been placed in county

following intervention with a bespoke support package

### Challenges

- The difference in processes and culture between CYPS and Adult Support Services makes the project objectives difficult to achieve
- Changes to the eligibility criteria cause greater differences between CYPS and Adult Support Services policies
- The Service restructuring within CYPS and Adult Support Services leads to limited resources to achieve project objectives
- The registration requirements of services for young people by the Care Quality Commission; where separate contractual arrangements exist for CYPS and Adult Support Services, this may prevent seamless transfer
- Adult care providers may not engage with Self Directed Support for young people under the age of 18
- If the TSP budget is not spent by April 2011 funding will be withdrawn
- Communication constraints between different professionals within CYPS and Adult Support Services might lead to difficulties in managing change and implementing new processes
- Limited staff resources to meet project objectives within timescales due to restructure of RAPT and START teams within CYPS

The cultural and process issues recorded above were challenged, and continue to be challenged via a joint working group that is steering the development of joint processes and the need for more flexible and versatile provider base for young people in Transitions. This work is at an early stage but has found providers approached are willing to look at registration issues if this supports the growth of their services in the current market.

The close working of the group helps tackle issues before they become problems and supports co-working and cultural understanding of processes that end in the placement of a young person in a service. The experience of adult service in bespoke planning rather than spot purchase is supporting this.

The biggest contribution to this cultural shift has been the temporary release of Transitions Social Care Team Manager time to work alongside the Children's Resources and Placements' Team. The need for a better understanding of the legal aspects of the LA in regard to the statement of educational need obligations by adult services has also been highlighted and a similar approach needs to occur to further break down the working barrier with the Transitions planning process for young people.

## Successes

The project outcomes so far have been the positive work with providers and social care teams to think about in county bespoke planning rather than out of county spot placements. Early advice and support systems have been established and contracting issues and agreements now have consistency for young people in transitions.

The first young person supported through the process has remained in County; he is nearer his family and maintained his health support network. There has been a bespoke 'move on plan' established aiming to his aspirations and chosen outcomes as well as meeting his assessed needs. He and his family are very happy with the result to date. The more poignant outcome for the Local Authority is that the placement is costing approximately £52K per annum less than the original out of county placement suggested.

Early involvement has ensured that young people have secured funding through the involvement of the appropriate adult team so avoiding long delays in service development and joined up working for young people aged at 17 yrs has begun to ensure a sustainable plan through to adult services with positive outcomes.

It is difficult at this early stage in a full project,

not due to end till January 2012, to draw a full conclusion. To date the impact for young people and their families is that they are supported to remain in the community. The success of a joint working approach has given positive outcomes for all the services involved but most of all for the young person on the receiving end of the services.

This approach has encouraged a more strategic review of how adult social care (commissioning arm) can map the reasons why young people move to out of county resources. A working party has been set up to look at those service users in out of county provision.

## Conclusion

Developing a process to implement long term, affordable and sustainable specialist placements for young people with complex needs 'in county' is a significant achievement for any local area. That those placements also complement family and community relationships, develop social capital, and place a premium on the young person's aspirations for choice and control through self directed support, requires the commitment and focus of the whole infrastructure and cannot be left to the Transition Team alone. Nor is it a quick fix, particularly in the context of major public sector disruption.

This project was always ambitious but it was probably only as the plans became more detailed that we realised the number of teams, departments and processes that it needed to encompass. However by embarking on this project at this time and in a structured and inclusive manner we have laid the foundations for future innovation and improvement.

We have demonstrated some early benefits and indeed have already recovered our costs. The business case for investment in 'Transition' is indisputable and in the future we envisage this project will become embedded in Cambridgeshire's systems and practices, continuing to ensure that young people in Cambridgeshire receive the best possible post 16 options for services, participate fully in their transition process, and always receive a personalised support package which is underpinned by systemic joint and partnership working.

## How to...?

Implement bespoke services for young people with complex needs within your local area, including the use of self directed support.

- Develop a comprehensive monitoring and tracking process for person centered 14+ reviews. Ensure that it records critical information that you will need for future commissioning in a clear and accessible way
- Assess existing Adult Care providers for suitability to provide support to young people in transitions with a variety of needs
- Develop a commissioning process in line with existing practice within Adults Support Services for young people in transition
- Establish a protocol for future joint commissioning of places between Adults and CYPS

The biggest barriers will be around changing the pre existing practices and the cultures that go with them. Consider seconding key transition management personnel to work alongside other teams to mentor them and assist in the development of more appropriate practice.

## Acknowledgements

The National Transition Support Team would like to thank the staff at Cambridgeshire County Council for their assistance with this case study.

## National Transition Support Team (NTST)

NTST is working alongside the National Strategies and the Child Health and Maternity Partnership to coordinate the delivery of the Transition Support Programme.

NTST is based at the Council for Disabled Children (CDC), the umbrella body for the disabled children's sector in England. CDC is hosted by NCB. [www.ncb.org.uk/cdc](http://www.ncb.org.uk/cdc)

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