

APPENDIX 1

BIRMINGHAM WORKING TOGETHER

**WORKING TOGETHER IN EQUAL PARTNERSHIP
TO PREPARE YOUNG PEOPLE WITH ADDITIONAL NEEDS
FOR ADULT LIFE**

TRANSITION STRATEGY

2018-2021

FEBRUARY, 2018

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1. WELCOME

Welcome to the Birmingham Strategy for Transition

The need for a rich and fulfilling transition from childhood to adulthood feature as key elements of the Children's and Families Act, 2014, the Care Act, 2014 and NICE guidelines 2016.

This shared legislative context across partners in health, social care, education and the wider society is predicated on the concept of 'Equal Responsibility' and partners working collectively and collaboratively together 'as equals' to shape an effective transition life experience pathway which is both person centred and strength based.

Birmingham acknowledges its moral and legal duty to prepare and support children and young people to be resilient who are likely to continue to have additional needs through childhood and into adulthood.

The way that statutory services are configured and operate has meant that some young people and their families have had a negative experience of change in the types and levels of support as they grow older and although there have been improvements, more still needs to be done to ensure young people have better opportunities to be healthy, in employment or education, safe and well connected to their community with strong friendships.

A key part of transition is about how young people and their families are included and prepared and how services are coordinated. The cultural and structural differences between services and partner agencies can make transition more difficult and confusing, such as IT systems, approach to practice and how the services are accessed, organised and managed.

Critical to the success of the Strategy is the important role parents and carers have in their responsibilities to shape the experience of their children and young people. Partners in Birmingham need parents, carers and communities to work with them to build aspirations and resilience.

The effective preparation for adulthood can have a very positive impact in prevention and early intervention by helping manage change and by promoting life chances rather than purely service provision which reaches out to the wider universal expertise of the rich and diverse voluntary and community sector in Birmingham, service providers, housing partners, local business.

The purpose of this Strategy is to set out the case for change and how we plan to respond based on a graduated response through five key priorities over a period of three years from 2018 to 2021. This three year period reflects the current readiness of the whole system to be in a position to realistically respond and deliver on the key improvement challenges required to achieve and embed the key strategic intentions reflected in this Strategy and subsequently improve and transform transition in Birmingham

The Strategy will drive an ambitious programme of work that will be overseen by representatives of accountable partners through a Strategic Transition Board and will transform the way in which we work with children, young people, parent/carers, communities and as professionals together.

This Strategy sets out how all partners as 'Equals' will work together, to not only meet their statutory obligations but to shift the culture and practice of silo working, overcome the

practicalities of structural and system difference, but more importantly work passionately and professionally to realise the best opportunities and life chances for vulnerable young people, enabling them to celebrate their personal ambitions and dreams within the community of their choice.

2. OUR VISION

Our Birmingham Shared Partnership Vision is:

'To put children, young people and families at the centre of planning for a rich and fulfilling life, with equal chances in employment, education, training, health, relationships and community life'

OUR BIRMINGHAM PRINCIPLES:

Our principles are based on the expectation that planning for adulthood should be an ongoing partnership dialogue which takes a person centred approach based on strengths of an individual rather than deficits to planning, practice, realisation of agreed outcomes and review.

The high level principles are:

- Ambitious outcomes for children, young people and families, 'no compromise'
- Excellent choice and control for children, young people and families
- Excellent connection for children, young people and families to their communities
- The right offer of support to children, young people and families at a time when they need it, and in language which is jargon free and in an accessible style
- Allow for young people who are life limited to live their life now, education, friends, hopes and dreams
- Professionals step out of their box and share information, knowledge and experience
- Funding is shared and not hidden
- Support is offered and available informed by the experiences of young people
- Challenge of mistakes is welcomed to inform collective learning and continuous improvement

These high level principles can be consolidated into 4 key themes which will subsequently underpin our transition pathways and inform our 5 key strategic intentions.

PRINCIPLE 1: Effective Planning and Strong Partnership Engagement

Children and young people have a timely, planned, co-ordinated and positive journey from childhood to adulthood with professionals from both adult and children's services working together with the child, young person and family, this will be achieved through:

- A shared transition protocol and pathways
- Clear key working or lead professional arrangements
- Information and data sharing arrangements and procedures
- A person centred outcome based approach to assessment, planning and circles of support

PRINCIPLE 2: The provision of high quality information

Children, young people and their families will have access to high quality, accurate and timely information about the transition process with clear accountability for who does what and when. This will be achieved through:

- A clear Transition Pathway
- Good information and advice services

PRINCIPLE 3: Full participation of children, young people and their families.

This will be achieved through:

- Involvement in the development of the Transition Strategy, Protocol and Pathway
- Clear lines of communication
- Equal partnerships
- Good advocacy support and accessible venues
- Learning and Skills development opportunities
- A shared Personal Budget Policy

PRINCIPLE 4: An array of opportunities for living life

This will be achieved through:

- Strong innovative joint commissioning
- Information for young people and their families even when there is not yet certainty about choice
- Personal Budget Consortium which grows an alternative market offer based on the experience of children, young people and their families

3. NATIONAL POLICY CONTEXT

The Children and Families Act, 2014, seeks to reform the way support is provided for children and young people with additional needs. The Act places the views, wishes and aspirations of children and young people and their parents at the heart of the system and requires a culture change in the ways in which professionals work with families and with each other. This is set out in the SEND Code of Practice.

- The SEND Code of Practice provides statutory guidance for specific organisations: the following organisations must fulfil their statutory duties in light of the guidance:
- Local Authorities (education, social care and other services)
- The governing bodies of schools (including non-maintained special schools)
- The proprietors of academies (including free schools)
- The management committees of pupil referral units
- Independent schools and independent specialist providers approved under Section 41 of the Children and Families Act 2014
- All early years providers that are funded by the Local Authority

- NHS England
- Clinical Commissioning Groups
- NHS Trusts
- NHS Foundation Trusts
- Local Health and Wellbeing Boards
- Youth Offending Teams and relevant youth custodial establishments

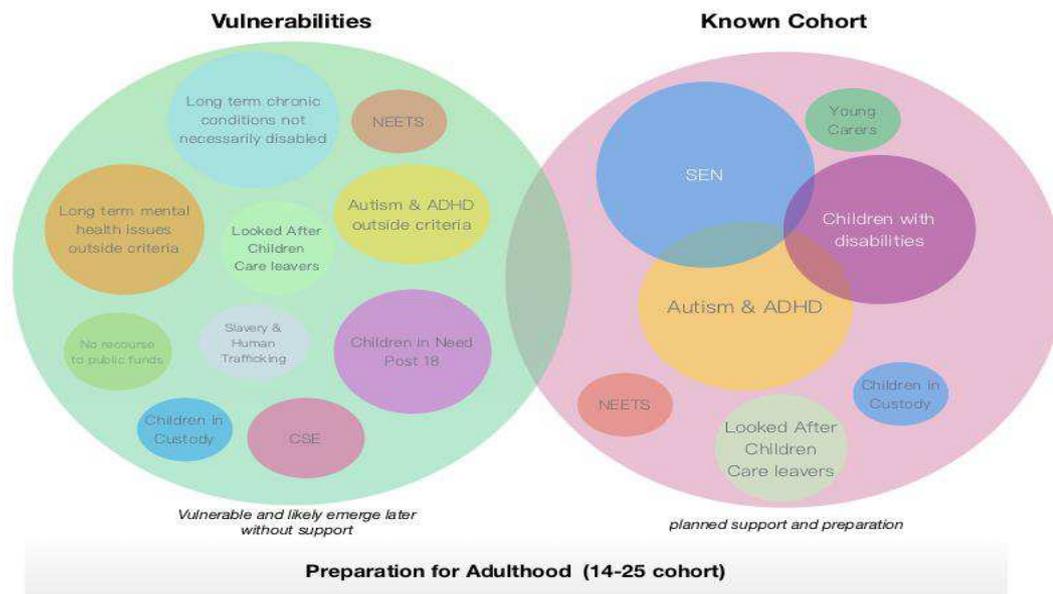
The Care Act, 2014, supports parent carers of disabled children and young people and the transition of young people into work/adult life in such a way as to promote their independence and so reduce their long term needs for care and support.

4. DEFINITIONS - WHO IS INCLUDED?

‘The duty to conduct a transition assessment applies when someone is likely to have needs for care and support’ (or support as a carer) under the Care Act when they or the person they care for transitions to the adult system’. (Care and support statutory guidance)

The Care Act identifies three groups that should have their own specific transition assessment; children, young carers and a child’s carer. The young people who are the focus of this strategy are within the age range of 14 to 25 years who are likely to gain significant benefit from a transition assessment, including:

- Children and young people identified as requiring support through statutory health and social care assessments whose needs will require continuing support from statutory adult services
- Young people with Special Educational Needs and/or Disabilities (SEND), who may be likely to require support in adult life to achieve economic independence
- Young people who may be vulnerable as adults, for example, children and young people in care and care leavers, young people who are subject to safeguarding plans, children and young people who have endured child sexual exploitation, domestic abuse, drugs and alcohol
- Young Carers
- Young people with long term complex medical conditions requiring palliative care, and those with life limiting conditions and complex long term conditions requiring assessment and support. This includes Complex Health Care, Mental Health and Drugs and Alcohol issues
- Young people in the secure estate including prison, Young Offender Institutions, Secure Children’s Homes, Secure Training Centres or other places of detention as well as children and young people in the youth justice system



Whilst this strategy will concentrate on those known cohorts described for whom preparation for adulthood can be planned, there are those young people who clearly have vulnerabilities and are likely to emerge unplanned with needs to universal health services and/or Adult Social Care later. A whole system early intervention and prevention approach is essential to this cohort.

5. OUR FIVE KEY STRATEGIC INTENTIONS - 2018-2021

Central to the delivery of our shared five key strategic intentions over the next three years are the views of children, young people, their parents and carers and practitioners across the whole system. The intentions will further inform our three year Strategy and Delivery Plan.

Achieving these priorities will require all stakeholders to commit to new ways of working as 'equal partners'. All five priorities will receive endorsement and commitment at a senior level across Health, Social Care and Education. The partnership approach will also ensure that elected members understand the arrangements, strengths and aspects of the development of transition based longer term on a life journey approach linked to the developing 'All Age Disability Strategy' across Birmingham.

The five strategic intentions are:

- **EARLY IDENTIFICATION, INTERVENTION AND PREVENTION:** To develop a graduated approach to transition and the preparation for adulthood which is founded on early identification, intervention and prevention which will require sound, shared data aligned to shared and aligned financial commitments
- **RECLAIM PRACTICE:** To develop a graduated whole system approach to the reclaiming of practice, moving away from traditional silo assessments of 'need' to a conversational model which starts with the person and not with a Service
- **PERSONALISATION AND INNOVATION:** To further develop and embed Personalisation across the whole system
- **WORKFORCE DEVELOPMENT:** To build a workforce which is resilient, developing and improving skills and building capacity based on the concept of the wider sharing and realignment of resources across the whole system to support integrated delivery

- **JOINT COMMISSIONING:** To commission for better outcomes across the whole system by aligning strategies and pooling current resources to effectively manage and shape the market to ensure choice and value for money

These intentions are shown in detail below. The Strategy and these intentions will be implemented on a phased basis over a three year period from 2018 to 2021.

5 STRATEGIC INTENTIONS				
EARLY IDENTIFICATION, INTERVENTION AND PREVENTION	RECLAIM PRACTICE	PERSONALISATION AND INNOVATION	WORKFORCE DEVELOPMENT	JOINT COMMISSIONING
Effective tracking of young people age 14-25 with additional needs supported by performance info and costs	Clear and integrated pathway into adulthood starting at Year 9	A Personal Budget policy in place	Workforce development needs mapped against cohorts to inform learning and development	A joint Strategic Transition Group collectively driving a robust approach to market management and shaping for the 14-25 preparation for Adulthood Journey
Clear and integrated pathway into adulthood starting at Year 9, Age 14	Transition support is strength based and focuses on what is positive and possible for the young person	Personal budgets in place for equipment and short breaks for disabled children	A Personal Assistant Offer supporting access, training and support for parents/carers	Shared Partnership Vision and Guiding Principles for Transition and Preparation For Adulthood embedded
Person centred transition Plan developed meeting their individual need at different stages	Transitions Protocol in place to guide practice and smooth transition Practitioners comply with data sharing Protocol and Agreement	High quality, creative and holistic transitions plans supported by Person Centred Planning Tools	'A Week in the Life Of' sessions to promote cross fertilisation of knowledge, skills and experience across adults and children's services	Review services commissioned, both Internal and external supporting children in transition to identify where there is no equivalent adult service
Potential risk or SEN is identified early by universal and jointly commissioned services	Practitioners share data and associated costs to ensure planning is effective and outcomes based but sustainable	Social prescribing in clusters of GPs practices	Understand workforce gaps and strengths to deploy skills and expertise at the right point in transition journey	A three year Joint Transition Market Management Strategy underpinned by aligned or integrated funding to drive up quality and manage escalating costs
The Early Help Offer is understood and accessible to families (Children and Adult Safeguarding Boards support to promote understanding)	A single multi-agency assessment and every young person in transition having access to a Person Centred Transition Plan	Regular Partnership information forums and social media events raising awareness of personalisation	A Partnership Workforce Development Programme, including parents/carers in place developing common understanding and positive relationships	Work with providers to re-design services to ensure they are person centred and empower rather than create dependency
Access to support for families who have children who have additional needs with an emphasis on advocacy, information and advice	Everyone working with young people in transition up to age 25 understand principles of person centred planning and outcomes to be achieved	Personal Budget Consortium in place to shape the market offer	Learning and development activities are co-designed and delivered with external partners (parents/carers, young people, In Control)	Identify and mobilise a unique transition commissioning resource from exiting services to drive commissioning priorities forward
Enablement principles promoting greater independence and life skills embedded in practice and pathways	Key working approach based professionals taking a wider perspective of their involvement and focused on seeking the best possible outcomes for each child	Circles of support and peer mentoring for parents and young people.	Build a workforce offer and infrastructure that starts with early identification of young person in transition, Yr9 age 14 and supports preparation based on the 4 Outcomes	More flexible options offered by technology for young people piloted (texting, skype, social media)
Short Break provision promotes independence and preparation for adulthood	Processes are jointly reviewed and re-designed to ensure they are person centred		Parent/ Carer champions identified and supporting peer support groups and peer mentoring	
			A 'Moving On' Annual Conference and Event	

To ensure the sustainability of the improvement, change and transformation the work programme will focus on identified cohorts in transition linked to each key strategic intention

to help build the data, pathways, process and systems on an incremental basis, although in practice they are not mutually exclusive. The cohorts will be:

Year 1

Phase 1 - Identified priority cohort to test approach:

- Children with a disability and autism, age 14 to 17
- Young people with Special Educational Needs and/or disabilities, age 14 to 17, who are likely to need support in adult life

Phase 2 - Identified subsequent cohort to test approach:

- Younger Adults with a disability and autism, age 18 to 25
- Young people with Special Educational Needs and/or disabilities age 18 to 25

Year 2

- Consolidate 14-25 cohort
- Young Carers
- Looked After Children and Care Leavers
- Young people with long term complex medical conditions. This includes for example, complex health care, mental health.

Year 3

- Young people who are on the Edge of Care and who may be vulnerable as adults, for example, those who have endured Child Sexual Exploitation, gang culture, domestic abuse, drugs and alcohol
- Young people who have delayed maturity or cognitive disability
- Young people in the secure estate, including youth offending facilities, secure children's homes; and unaccompanied asylum seeking children.

In Year 1, together as a partnership we will focus on ensuring that the foundations and infrastructure, for whole system change are in place, meaning:

- An agreed Strategy across partners that provides clear leadership and direction for transition and the Preparation for Adulthood.
- An agreed Vision and guiding Principles
- An agreed Transition Protocol with clear roles and responsibilities across partners
- An agreed Transition information sharing protocol across partners
- An agreed Pathway which is clear and effective across partners
- Agreed strengthened governance arrangements
- Agreed Performance Dashboard associated to costs
- Review jointly commissioned services
- Review the workforce

In Year 2, together as a partnership we will focus on the delivery model and preparation for whole system change:

- An agreed Joint Market Management Strategy

- An agreed Joint Commissioning Strategy
- An agreed shared Personal Budget Policy and supporting PA workforce and market options
- A pathway for the wider cohorts
- A workforce Development Programme
- Practice improvement across the partners

In Year 3, together as a partnership we will focus on integrated delivery and implementation:

- An aligned partnership model of delivery which is person centred and that mobilises resources across boundaries to support early identification, early intervention and demand management
- An aligned partnership resource which sits at the beginning of the transition journey and moves through with the young person into adulthood with an absolute focus on enablement and preparation for employment
- Pooled Budgets to support the new delivery model and joint commissioning arrangements

A detailed and time-lined Delivery Plan will be developed to support the implementation over the period 2018-21.

6. LEADERSHIP AND GOVERNANCE

The Strategy will require the mobilisation of visible and whole system leadership capacity to drive forward the strategic intentions at pace and with grip. The Strategic Transitions Group will pick up the challenge and will oversee a strengthened existing Transitions Operational Group to maintain grip on ‘business as usual’ and a new Transitions Delivery Group (task and finish) to drive the programme of change, improvement and so that transformation does not falter. This Governance aims to bring a one view for Transitions across the whole system. To this end other major work-streams will feed into the Strategic Transitions Group, eg SEND in so far as they relate to Transitions to ensure that plans are aligned across the various programmes to avoid duplication. A line of sight on progress for Transitions will also be available to the Health and Wellbeing Board and each respective Children’s and Adults Safeguarding Board.

Fig 1 - Governance Arrangements:

