



Initial scoping report to Transformation Board

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Head of Service: 0-25 Project Lead

23rd April 2021

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Section 1: Introduction

The Council's [Transforming Bromley roadmap for 2019 to 2023](#) sets out the Children's Services and Education workstream. This includes the following statements:

Statement 5 -

Review transition plans and service pathways

Statement 6 -

Explore opportunities for developing an integrated 0 – 25 service offer for children and young people with SEND (Special Educational Needs and Disability)

I have been seconded to lead on these two workstreams, initially for 1 year with scope to extend. The transformation agenda runs from 2019 to 2023. A transition period was required from 1st December 2020 to handover from my substantive position of Group Manager, Children's Disability Service. I commenced full time on the project scoping from 11th January 2021.

The context of this report is to provide an overview to the Transformation Board on the findings from my initial 12 weeks and current recommendations for the next steps.

Within this scoping period, I have reviewed relevant legislation, practice guidance, referred to action plans (which are working documents), inspections and reports by Bromley services. The documents referred to within this initial report are referenced, within the bibliography and detailed within the Project Action Plan. Given the broad nature of the project, the list is not exhaustive. However, as part of the ongoing project, I will work with partners to understand the key documents, relevant action plans and research that needs to be considered.

Section 2: Vision

Our vision is set out in our [SEND Strategic Vision and Priorities for 2019 to 2022](#):



It is imperative that there are core values which are stated for this project. These have been agreed with Janet Bailey, Project Sponsor, as:

- To recognise the vulnerabilities of our children and young people who have SEND and consider the safeguarding issues when reviewing all aspects of this project.
- To develop meaningful relationships with our children and young people, their parents and carers, our colleagues, and the wider community.
- To have a strength-based approach, identifying the positive contribution our children and young people who have SEND offer to society.
- To be aspirational and to support our children and young people to take appropriate risks to reach their full potential.
- To achieve excellence.
- To embrace the 'Preparing for Adulthood Pathways (PfA)¹ which are Employment, Independent Living, Community Inclusion and Health.
- To address all forms of discrimination and disproportionality, recognising that children and young people with a SEND are likely to need support and empowerment to achieve, without having to deal further with prejudice and discrimination. The project will need to embrace the nine protected characteristics of the [Equality Act 2010](#).

¹ <https://www.preparingforadulthood.org.uk/SiteAssets/Downloads/y1fzx4tn636398691202503873.jpg>

The voice of children, young people and their parents are at the centre of [Children and Families Act 2014](#), clearly set out in the principles in [Section 19](#). This dictates that children, young people and their families should be involved in decision making at every level of the system. These values and requirements will be initiated with a period of co-production.

Section 3: Methodology

I have worked in my substantive position as Group Manager since 2009 and prior to then in different roles within the Council's Disability Service, including the Community Adolescent Transition Service in November 1999. I therefore have had the opportunity to work with colleagues in SEND services and therefore have insight into their role and responsibilities. However, I have taken this opportunity to meet with colleagues to discuss the project, whilst also meeting with new colleagues.

I met with relevant Assistant Directors and Directors in the Council (including Education, Commissioning, Housing, Children's Social Care and Adult Social Care) and the NHS South East London Clinical Commissioning Group (CCG), as near as possible to the beginning of the scoping exercise to gain their support and their view on the direction of the project.

The process has included meeting on a 1:1 basis, small groups, attending meetings or boards and relevant workshops (detailed in Appendix 1) to further develop my understanding of core issues and recommend key areas for review.

Due to the government restrictions in place most of the meetings have been virtual. On one level this has been of some benefit with reduced travel times. However, this has not provided the opportunity to meet in person, which would give a greater likelihood of developing working relationships. Due to working from home there has not been the opportunity for impromptu meetings which occur when there is shared office space. The pandemic clearly has placed significant pressure on colleagues and services which has affected some people's abilities to meet due to present work demands. It has also meant there has been no opportunity to visit other local areas, provisions or facilities in person and gain an insight from seeing people and environments in person, therefore I have adapted to a digital virtual platform. Following easements, it is my intention to visit in person certain facilities and other Local Authorities as the project moves forward.

Section 4: Scope of project

An essential starting point was quantifying the scope of this project and the priorities. This was defined by the transformation statements detailed within the introduction.



Transition Plans

It is widely acknowledged both nationally and locally, that the transition from children to adult services can be a ‘cliff edge’². We wish to prevent this and support our young people to transition with a ‘smooth pathway’. There are changes in legislation, teams, as well as the approach between children and adult services. Within children services, there is a collaborative approach with parent/carers, however once in adult services the focus moves to the young person/young adult. The project will be considering how this cultural change can be owned by all departments and agencies as the children of today are tomorrow’s adults. Planning needs to be developed earlier on in a child’s journey collaboratively with adult and commissioning services. It is paramount that we ensure parent/carers are part of this process and work together to support this change prior to the young person acquiring adulthood status.

² <https://cerebra.org.uk/wp-content/uploads/2020/11/transition-in-england.pdf>

Service Pathways/Integration

The project will focus on how we can better *integrate* pathways individuals, teams, services, departments, and agencies to benefit our children and young people. We need to consider if there are overlaps or gaps in provisions which need addressing. The project is not about necessarily changing what is in place; however, if through the project timeframe and/or co-production fundamental issues with the system are identified, that change will result in better outcomes and/or efficiencies, the project would need to consider such developments.

0-25

The project will consider the journey for our children and young people, and their families. Although a key focus is the transition into adulthood, it is imperative we consider the journey for our children and young people, and their families, starting with birth and through their childhood, which will impact on their adult life and their decision making as an adult. Within our [SEND Strategic Vision and Priorities for 2019 to 2022](#) it states:

That we have a strong commitment to early intervention and prevention so that help is provided in a timely way and children and young people's needs do not increase unnecessarily

For example, if a young person is experiencing difficulties with their communication which is impacting on their behaviour, the need to address this early on is imperative, as opposed to trying to manage the impact of the behaviour as an adult.

Offer

The project will be reviewing what the present *offer is* and considering if this best supports our children and young people. Whether this will lead to changes in services is dependent on the findings and the co-production outcomes.

Children and Young People who have SEND

This project is focussed on all children and young people who have SEND. This clearly is an extensive cohort and therefore this report will further detail where the project will focus, which is detailed in section 5.

Any offer/future developments will need to ensure that relevant legislation and guidelines are adhered to. The Children and Families Act is core legislation which provides the

framework to the project identifying the importance of working collaboratively from 0 to 25 years of age. Other key legislation includes:

- [Children's Act 1989](#)
- [Chronically Sick and Disabled Persons Act 1970](#)
- [Care Act 2014](#)

There are many other acts and guidance which will need considering in any future offer, which will be discussed further in subsequent reports.

Within the SEND Strategic Vision and Priorities are the following statements:

We know we will have been successful when:

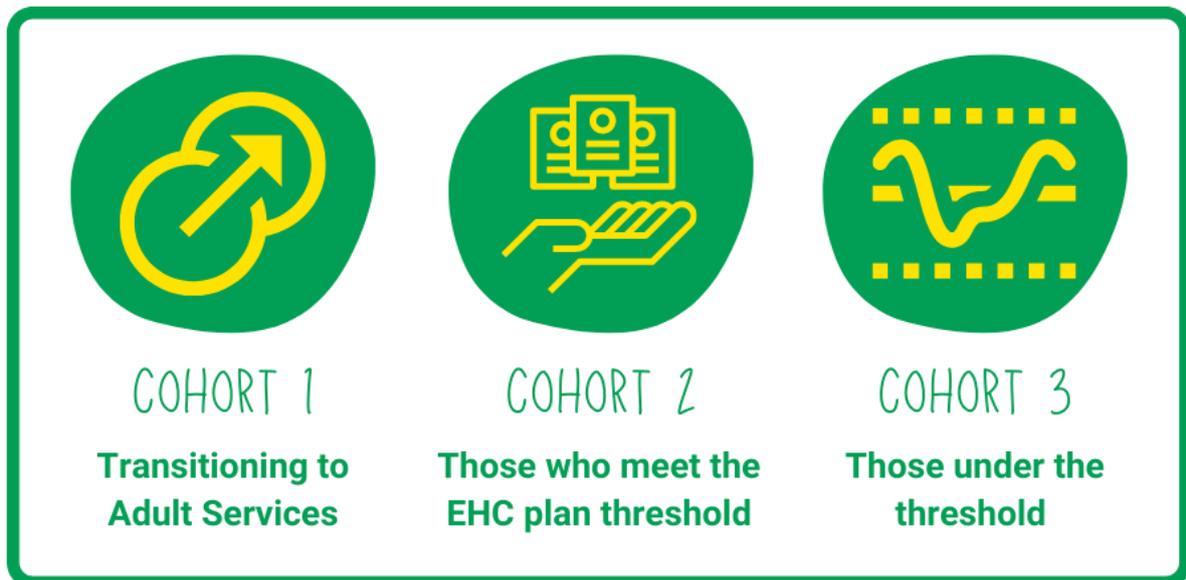
- *All services that work with children and young people who have SEND have a consistent understanding of our principles and processes.*
- *All projects for children and young people across the Council and the CCG make reference to our SEND cohort and clearly demonstrate outcomes for children and young people.*
- *The commissioning of SEND provision across the borough is based on clear evaluations and a robust dataset.*

The project will need to recognise this success criteria.

Section 5: Our SEND Cohort

The present numbers of children with an Education, Health and Care (EHC) Plan are 2981 as detailed within the Education Performance Digest, February 2021.

The project has a responsibility to consider all children who have SEND; however, it is recognised that present services in situ are of a good standard across education, health and social care. The [Local Area Review of SEND by Ofsted and the Care Quality Commission in 2019](#) praised many aspects of the Local Area and there was no formal letter of action. As and when developments are required within teams and services, this will be led by the relevant officers responsible for their service.



Cohort 1 – Transitioning to Adult Services

A key focus will be on those children and young people who have a severe or profound disability and those that will meet the criteria for care and support from adult services through the Care Act 2014. The reason for the focus on this cohort is that they will have more professional involvement, access more services and will have more transitions in life which could be difficult to navigate and, therefore, there is increased work to be completed in ensuring services are integrated and young people and their families receive support when needed.

As of April 2021 the approximate number of children and young people open to the following services are as follows:

- Children’s Disability Service 384 children (aged 0 to 18th birthday)
- Adult Learning Disability Team 105 (aged 18 to and including age 25)
- Adult Mental Health Teams 22 (aged 18 to and including age 25)
- Assessment and Care Management 28 (aged 18 to and including age 25)

In addition to these numbers, there will be many young people who choose not to be known to these services, which the project will need to establish.

This group would also include reviewing the present 30 children and young people (aged 0 to 25) who are subject to continuing care funding through the NHS, who are likely to be included within the above numbers.

Cohort 2 - Those who meet the EHC plan threshold

The second cohort are those children and young people who have met the threshold for an EHC plan. Within the first cohort, the majority will have an EHC plan.

It remains essential that for those with an EHC plan, the process and support provided is integrated. This will include a significant number of Children Looked After (CLA) with 41% of the 334 (137) CLA having an EHC plan, where it is essential we recognise our corporate parenting responsibilities for these children and young people up to and including 25 years of age, many of whom would not meet the Care Act criteria, but as an organisation these are our sons and daughters .

The work on EHC planning was initiated when Bromley were a ‘pathfinder’ and ‘pathfinder champion’ for the introduction of the Children and Families Act. The council continue to work to ensure that education, health and social care work are integrated in

supporting children and young people who have SEND. This cohort will be reviewed to consider if there are any areas which require more focussed integration. However, it is recognised that Debi Christie, Head of SEN and Liz Lake, SEND Reforms Manager are already leading on this area of work and supporting significant developments and improvements, which is reported to the SEND Governance Board.

Cohort 3 – Those under the threshold

The third cohort is those that do not fit neatly into the two initial groups. This includes those who do not meet the criteria for an EHC plan or Care Act criteria; however, who still have SEND.

There will be a particular focus on these children and young people who will remain vulnerable if support is not provided, ensuring that they have appropriate signposting or consideration is given as to how they can be supported by the Council, especially critical for our previously looked after children that our ownership and the whole council continues in the corporate parenting role up to 25 years. As with our own children we do not automatically cease to care following their 25th birthday.

Section 6: Summary of Initial Findings

The Council, in partnership with the CCG, is already driving forward developments and improvements for children and young people who have SEND.

A key area is the SEND Action Plan which is scrutinised by the SEND Governance Board. In addition, services, departments and partners have their own action and improvement plans. Some of these have a primary focus on support for children and young people who have SEND, whilst others will also have impact. For example, there will be action plans in place for CLA, which will include the needs of those who have SEND.

There are many developments as part of the [Bromley All-Age Autism Partnership Board](#). Although the action plan is in relation to developments and supporting children and adults with autism, many of the actions are likely to have a positive impact on all children and young people who have SEND.

Lead officers are required to respond where necessary to need, expired contracts and have their own improvement plans for which they will manage. Many of these projects, initiatives and plans will have their own timescale and have obviously not halted with the initiation of the 0-25 project. I have therefore needed to understand their work and, where possible, work alongside colleagues and provide my input as and when required. For example, retendering of adult service respite/short breaks has been necessary. I have therefore been kept abreast of changes through the Learning Disability Partnership Board and have started work with colleagues to ensure any future services meet the project visions.

I have had initial discussions with other local authorities, including the London Boroughs of Barnet, Barking & Dagenham and Brent.

- Their SEND services are working in line with the Children and Families Act by working with children and young people whilst they have an EHC plan (with 25 years of age being a maximum).
- The Local Authorities have a 0-25 social care service (Barking and Dagenham a lifelong disability service) which they have feedback has been of benefit to have a social care service covering children and adults social care, although it is apparent there is often a transition between workers. However, given the management is in one place this does improve the transition and supports a cultural change from an earlier age.

Further discussions are required with these and other Local Authorities to understand the pros and cons of different structures and thereafter consider the options for Bromley, alongside co-production. Appendix 2 highlights some potential learning in any future development of a 0-25 offer/service.

Section 7: Key Review Areas

The Project Action Plan incorporates aspects of other service and department action plans that I will be taking responsibility for, or working on, with colleagues. Three significant areas of work covering SEND include,

- SEND Reforms Action Plan
- Bromley All Age Autism Action Plan
- SEND Annual Review Action Plan

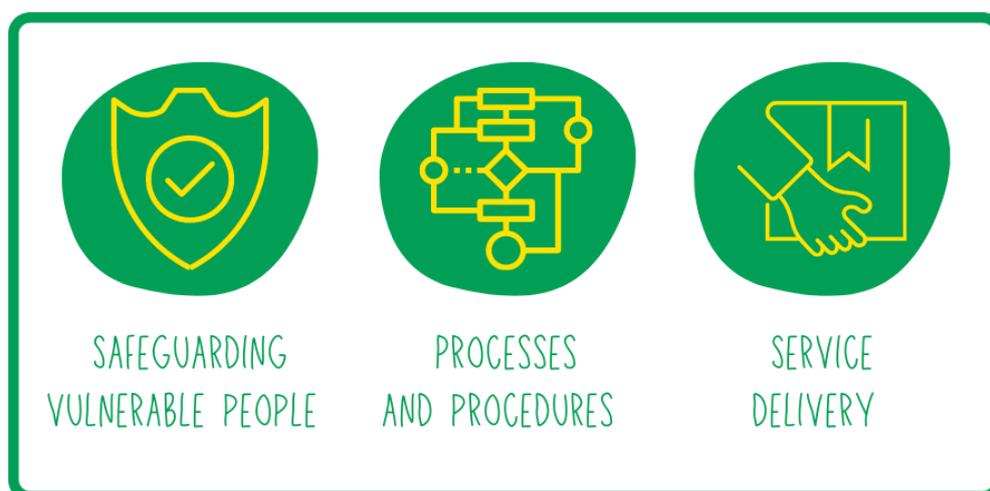
Detailed within this section are key priorities which I am recommending should be prioritised.

A key focus of the project is to:

- improve the present transitional arrangements in place between children and adult services
- review and develop the information and advice provided for young people and their parents/carers from year 9 (14 years of age) jointly from Children Education and Families, Adult Services and Health services
- support young people and parent/carers in making informed decisions
- developing localised services

This will require co-production to agree on what are the priorities and views from young people, families and the Local Area to decide on how this will be progressed.

Initial key recommend areas for review are categorised as follows.



Safeguarding Vulnerable People

Through discussion with the safeguarding lead in adults, attendance at Transition Panel and the thematic review of children deaths, there are identified gaps in safeguarding vulnerable young adults and the service pathways for these young people where they fall between adult services.

This is an **urgent** piece of work with colleagues in both children and adult services to ensure that children do not fall between services and there is a service for young vulnerable adults and our Care Leavers have a rites of passage for support in adults even though they may fall below the Care Act criteria. Our care leavers are our children and young people for whom we are responsible as a corporate parent. There has been an increase in the suicide of young people nationally and Bromley is not untouched by this and this area will need addressing if we are not have young lives lost following the pandemic .

Processes and Procedures

Liberty Protection Safeguards

[Liberty Protection Safeguards](#) (LPS) will change the processes for when a young person who is 16 or over, who are or who need to be deprived of their liberty in order to enable their care or treatment and lack the mental capacity to consent to their arrangements. Following a rescheduling, the present plan is for these regulations to come into force in April 2022.

I will be part of the LPS Working Group, led by Ade Suliman, under the supervision of Dirk Holtshausen, to consider how the Council implement these reforms.

The Government has announced that they plan to provide a Code of Practice in the spring of 2021. These legislative changes will have a significant impact as to how we work with young people of 16 and 17, and from a younger age.

Integrated Transition Register

There is a priority to quantify numbers of young people that will transition into adulthood and meet Care Act criteria. The Council's Integrated Transition Register (ITR) includes all the names and key details of those with an EHC plan, as well as additional data regarding their future need for support. This register has not been updated for the past year as the original postholder has moved to a different post (EHC Caseworker). The funding stream for this is to be re-visited. The need to have a clear understanding of our future cohort is critical in order to plan on an individual basis, as well as future strategic commissioning for adult services, including housing. If a similar format is viewed as being

required we will need to decide how this information is updated, maintained and who is the responsible officer for this work.

Client Database

Social Care are implementing a new client database (Liquidlogic). The plan is for this system to be implemented in June 2021 for children's services. This is an important opportunity to ensure that there are clear processes in place to support the transition from children to adult services.

Further in the year, planned for October 2021, adult services will transition to Liquidlogic from CareFirst.

Consideration also needs to be given to the practicalities of communication between the SEND and social care systems.

Online Assessments and Reviews

The Children's Disability Service were previously involved with the DfE and Council for Disabled Children in a social care innovation project starting in 2013³. The key area developed was the implementation of an online assessment, which has provided a more seamless and less onerous access to short breaks.

The aim is to develop this further, with the implementation of a review on-line assessment. This supports the philosophy of families telling their story once and supporting social care staff to focus on supporting the most vulnerable children and their families. This will be considered, alongside the Liquidlogic implementation.

Service Delivery

Short Breaks for Children and Young People

Regular anecdotal feedback, parent surveys, consultation events and professional viewpoints state there is a need for a wider breadth of short breaks, for those with varying levels of SEND, a more far ranging level of activities on offer and that they are available across the borough.

Initial work has been completed during the pandemic with the provision of additional short breaks within longer holiday periods. However, a long-term strategy on a boroughwide short break offer is required. The aim is to be part of a project supported by the

³ <https://councilfordisabledchildren.org.uk/our-work/social-care/policy/transforming-culture-and-practice-social-care>

Department for Education (DfE) and Council for Disabled Children to develop these services.

Consideration will also be given as to how this meets the need of young people from 14-25.

Short Breaks/Respite for Adults

There is a need to work in partnership with strategic commissioners in adult learning disability services, who are reviewing adult day opportunities, respite and supported living arrangements to meet needs of young people from 14-25. Currently young adults access the same short breaks as older people which does not always benefit either age group and raises anxiety in terms of carers for both groups.

There is a present change of providers and therefore an opportune time to work with them to support them in meeting the PfA pathways and improve the transition arrangements.

Domiciliary Care Services

There is a domiciliary care tendering in process, which includes domiciliary support for children and young people. It is important that as the project lead for 0-25 I ensure new providers can meet the needs of children and young people.

Children Coming into Care

The pandemic has had a significant impact on children and young people with disabilities and the pressures experienced by families in supporting them, resulting in increased children coming into care and further requests through the Children's Disability Service. A more joined up approach to preventing children requiring expensive out of borough placements and/or becoming a 'child looked after' is required. Consideration is required as to how some of the difficulties experienced can be managed at an earlier stage through multi-agency pro-active work and utilising where possible Early Intervention Services.

Commissioning of placements

When a child is placed out of borough within an independent provision this often results in a significant increase in spend and not always better outcomes. These costs have been previously identified in the SEND 4Change review and reviewed regularly at

Placement Panel every week. Departments are working hard to decrease this spend and gain better value when commissioning such placements, however a more joined up strategy across commissioning, social care, education and adult learning disability is recommended to consider the most successful approach to this commissioning process.

Section 8: Co-production

The aim for this project is to ensure that any developments are born out of the community and Local Area. The aim is to listen and respond to the people who the service is for and key to that is the voice and aspirations of young people. To do this, there needs to be a period of co-production.

There are four key phases to co-production as follows:



Discover Learn as much as possible about the current system and how it works

Define Analyse the learning from the discovery phase to clearly define challenges and barriers to achieving the aims of the programme in practice and to identify the key opportunities for change

Co-design Work in partnership with children, young people, their families and professionals to generate ideas and develop new approaches to test

Test Trial the co-produced ideas with children, young people, families and professionals

Four key principles

When Bromley were previously involved in social care innovation the work in each phase has been underpinned by four key principles that was developed by the participating local authorities involved, including Bromley:

1. Meaningful co-production with disabled children and young people, parent carers, and professionals
2. Creative person-centred approaches
3. A seamless service experience
4. Prevention is best

Framework and Approach

The Council's [User Voice Framework](#) and [Better Together](#) details the key principles of Bromley's commitment to engaging with our children and young, and their families, which will form the basis of our co-production.

I will be working with Kay Moore, Children, Young Persons and Parent SEND Lead, to aid in co-ordinating the co-production with children and young people, and their parents, carers and families.

Hearing Directly from Children and Young People

It will be essential to talk with children and young people who are yet to make the move into adult services, those experiencing transition and those that have been through the transition, both with positive and negative experiences. We will work with local organisations such as [Advocacy for All](#) and [Bromley Experts By Experience](#) to ensure we hear the voice of the young person.

In line with current Government restrictions and the additional vulnerability of children and young adults who have SEND, many of the activity and respite provisions have been closed for periods during the pandemic. On the reopening of the provisions, I will visit to gain a 'real life' insight into how they run and talk with those accessing the provision and the teams supporting the young people. Although I have significant experience in working with children and adults with disabilities, in their home, community and residential settings, it is critical to understand all the options available within Bromley and surrounding boroughs and how this can be improved upon.

Hearing Directly from Parents and Carers

The Council has, and continues to, consult with the parent/carers of children and young people who have SEND on many different aspects relating to Council services.

Therefore, it is imperative that any co-production is co-ordinated and that recognition is given to previous surveys and information previously shared. For example, there were two consultation meetings held in November 2020 to discuss short break developments. There is also a present SEND survey which has been launched for parents. The outcome of this will aid in future planning.

We will look to work in partnership with [Your Voice in Health and Social Care](#) (YVHSC) who have been commissioned to actively involve parents and carers of children and young people who have SEND through the [Bromley Parent Engagement SEND Service](#) (BPRESS).

We will also seek to work in co-operation with [Bromley Parent Voice](#) to build on their significant experience of working with parents and carers in Bromley.

There is an informal group for parents of adults who have disabilities who are represented on the Learning Disability Partnership Board. Links will be developed with this group to ensure they are included in any co-production work.

Hearing Directly from Professionals

It is paramount that we also include teams who are responsible for delivering the services for our children and young people and their families. They have a wealth of knowledge that needs to be gathered and will influence any offer that is considered in the future.

We will be working with our partners in the Local Area, including education provisions, short break providers, health partners, the voluntary and private sector to learn from their experience in working with our children young people and their families.

Section 9: Governance

Project Governance Board

There will be a 0-25 Governance Board which will review the project. The board will agree terms or reference, the project visions (as detailed in section 2) and decide how outcomes can be measured, presently this is through the attached action plan.

The board is required as the project covers multiple service areas of the Council including social care, both children and adults, SEN, housing, commissioning, as well as colleagues within the CCG.

The intention for inauguration of the Board will May 2021

Project sponsor

Janet Bailey
Director of Children, Education and Families

Project Lead

Mark Smith
Head of Service: 0-25 Project Lead

Board Members

The present suggested members of the board are:

- Janet Bailey, Director of Children, Education and Families (Chair)
- Mark Smith, Head of Service: 0-25 Project Lead
- David Dare, Assistant Director: Children's Social Care
- Jared Nehra, Director of Education
- Debi Christie, Head of Service: SEND
- Kim Carey, Director of Adult Services
- Sean Rafferty, Assistant Director for Integrated Commissioning
- Head of Assessment and Care Management
- John Harrison, Head of Adult Learning Disability Services
- Mental Health representative
- James Postgate, Associate Director of Integrated Commissioning (South East London CCG)
- Parent representative
- Voluntary sector representative

- Representative from special schools
- Young person(s)
- Housing representative

Bibliography

This list is by no means exhaustive; however some key documents referred to for the initial scoping exercise.

Care Act 2014

www.legislation.gov.uk/ukpga/2014/23/contents/enacted

Children Act 1989

www.legislation.gov.uk/ukpga/1989/41/contents

Children and Families Act 2014

www.legislation.gov.uk/ukpga/2014/6/contents/enacted

Chronically Sick and Disabled Person's Act 1970

www.legislation.gov.uk/ukpga/1970/44/contents

Closing the gap: Priorities for essential change in mental health

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/281250/Closing_the_gap_V2_-_17_Feb_2014.pdf

Equality Act 2010

www.legislation.gov.uk/ukpga/2010/15/contents

Katie Price: Harvey and me

www.bbc.co.uk/programmes/p02r6yqw/episodes/downloads

Mental Capacity (Amendment) Act 2019

www.legislation.gov.uk/ukpga/2019/18/enacted

National Development Team for Inclusion

www.ndti.org.uk/

National Network of Parent carer Forums C.I.C

<https://nnpcf.org.uk/>

Safeguarding Disabled Children in England (2016) A report of the National working Group on Safeguarding Disabled Children

<https://learning.nspcc.org.uk/media/1200/safeguarding-disabled-children-england.pdf>

Safeguarding disabled children: Practice Guidance (2009) Department for Children's Schools and Families

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/190544/00374-2009DOM-EN.pdf

Special educational needs and disability code of practice: 0 to 25 years

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/398815/SEND_Code_of_Practice_January_2015.pdf

Special Needs Jungle

www.specialneedsjungle.com/

[The Short Breaks for Carers of Disabled Children Regulations 2011](#)

The Special Educational Needs and Disability Regulations 2014

www.legislation.gov.uk/ukxi/2014/1530/contents/made

The Special Educational Needs (Personal Budgets) Regulations 2014

www.legislation.gov.uk/ukdsi/2014/9780111114056

Transition Information Network: Sharing information and good practice for disabled young people, families & professionals

<https://councilfordisabledchildren.org.uk/transition-information-network>

Transition into adult services

www.mencap.org.uk/advice-and-support/children-and-young-people/transition-adult-services

Transition to Adulthood in England for parents/carers of children with a learning disability

<https://cerebra.org.uk/wp-content/uploads/2020/11/transition-in-england.pdf>

Transition to Adult Services Pathway

<https://www.togetherforshortlives.org.uk/resource/transition-adult-services-pathway/>

Appendix 1 – Consultation exercise

Director Meetings to Review Project

- Janet Bailey, Director of Children, Education and Families
- Jared Nehra, Director Education
- Kim Carey, Director Adult Social Care
- Sean Rafferty, Assistant Director for Integrated Commissioning
- David Dare, Assistant Director, Children's Social Care
- Lynnette Chamielec, Assistant Director, Housing
- James Postgate, Associate Director of Integrated Commissioning, NHS South East London CCG (Bromley)

Officers meetings to Review Project

- Nick Fripp, Transformation Programme Manager
- Debi Christie, Head of Service SEND
- Liz Lake, SEND Reforms Programme Manager
- Kay Moore, Children, Young Person and Parent SEND Lead
- Andrew Royle, Strategic Commissioner
- Dan Manns, Integrated Strategic Commissioner
- Andrew Tredigo, Integrated Strategic Commissioner
- Phillip White, Children's Commissioner
- Fiona Atkinson, DP Lead
- Cathy Lloyd-Williams, Head of Service CLA
- Tom Schaub-Jones, Group Manager, Leaving Care
- Sally Kelly, Head of Service, Virtual School
- Vicky West, Head of Service, Permanency and Disability
- Rachel Dunley, Head of Service Early Intervention and Family Support
- Senior Managers, Adult Complex Care
- John Harrison, Head of Service, Learning Disability
- Ade Suleman, Group Manager, Deprivation of Liberty Safeguards
- Dirk Holtzhausen, Head of Service, Safeguarding, Practice and Quality Improvement Complex Advisory Team
- Caroline Coady, Assistant Director, Council for Disabled Children
- Ambient Care -118 Widmore Road Providers
- Visit To 6 Children and Family Centres

Board Meetings

- Learning Disability Partnership Board – exploring future commissioning of adult services, ensuring that young people are considered in this process
- SEND Governance Board – Reviewing key strategic issues regarding SEND and reviewing SEND Action Plan
- Direct Payments Board – Strategic oversight of DP, considering the transitional phase from children to adult services
- Domiciliary Care Board – Reviewing the tendering process for new providers of domiciliary care for children and adults
- Children’s Safeguarding Board – Strategic oversight of safeguarding across the borough
- Bromley All Age Autism Board – Strategic oversight of all aspects of supporting children and adults with autism.
- Children Executive Board

Workshops/Training

- Role of Designated Social Care Officer – Council for Disabled Children
- DfE EHC Annual Review Workshop
- Short break consultation with Providers
- EHC portal training
- Unconscious/Conscious Bias Training
- Political training
- Presenting at Bromley Healthcare Safeguarding Board
- Liberty Protection Safeguards Workshop – Council for Disabled Children
- Child Death Children Safeguarding Review - Table Top Review

Local authorities

- London Borough of Barking and Dagenham
- London Borough of Barnet
- London Borough of Bexley
- London Borough of Brent

Operational meetings

- Bromley Mencap – Review short break contracts
- Review of Social Care Occupational Therapy Staffing

- Liquidlogic Development
- BAAB All Age Working groups
- Outcomes Availability Framework
- SEND Network Champions meeting
- Learning Disability Working Group
- Domiciliary Care Tender
- Transitional Operational Panel
- Multi Agency Team Children (Continuing Care Criteria)
- Transition Meeting with Adult Learning Disability team
- Riverside Scheme Development
- Senior Management Team Social Care
- Extended Senior Management Team - Education
- Bromley Mencap Contract review
- Riverside Review
- Post 16 Specialist panel
- Family Vased Short Breaks Review

Appendix 2 – Feedback from other Local Authorities

- Positives outweigh any negatives in pulling together social care colleagues from 0-25.
- Need to plan for growth of increased referrals into adults with broadened remit of Care Act 2014 criteria. Importance of knowing the cohort coming through the system. Recommendation to track children coming through CAMHS and if they will require a service into adulthood.
- Define eligibility criteria for social care post 18 years, (including children previously looked after), as to whether this will include all those where EHC plan has continued post 18.
- Plan for those young people who do not meet criteria for adult services, however they remain vulnerable adults, which includes those with higher functioning autism.
- Strategic join up with children and adult social care is required.
- Training of different legislation and practice is required for social care professionals.
- Commissioning needed to be developed for 14+ age group. Can be difficulties in adult social care in identifying providers to work with those with complex needs.
- Recommendation for workers to specifically work on short breaks, allowing social workers to focus on high priority cases, including safeguarding.
- Consider commissioning specialist workers/agencies to work with young people with autism who display behaviour which challenges. This was raised by all Local Authorities as a key area, in relation to cost saving, outcomes for young people and pressure on families, therefore the need to develop effective joint working and innovation to support change – Resources for Autism were recommended.
- Raising the importance of early intervention/consider greater links with health visiting.
- To develop links and forward planning with housing department.
- Planning and training required on Deprivation of Liberty Safeguards and Liberty Protection Safeguards.