

Future of the Transition Unit

Sutton Disability Partnership for Children and Young People

Improving the lives of children and young people with long-term health needs or disability

Future of the Transition Unit – Briefing Notes Historical

1. Transition has caused us difficulties for a number of years:

- Complaints from service users
- Adverse inspection reports
- Poor performance on PIs
- Poor financial planning
- Increased cost of care packages due to lack of forward planning

2. Reasons:

- Inherently complex area: Sutton is by no means alone, although there are local exacerbating factors
- Chronic under-resourcing of transition work (for example, just 1 dedicated post (28hrs) to fulfil Council's statutory responsibilities towards approx 170 disabled young people aged 14 to 18)
- History of poor communication and difficult working relations between children's and

adult social care teams (now beginning to change)

3. Longstanding plan to form transition unit, core team formed by bringing together staff and functions from Children's Services, Adult Services and Connexions.

4. Skills for Care grant, 1 year – Nov 2005 to Oct 2006 – gave us means to do so:

- Start-up costs
- Initial premises costs
- Systems and organisational development costs (streamlined care pathways, more efficient job roles)

Issues for Transition Unit after October 2006

5. Original exit strategy: Skills for Care grant ends in October 2006 leaving behind:

- Co-location of staff resources that always have been deployed on transition work;
- Clearer and better-functioning care pathways
- More efficient job roles: less duplication, better communication
- More harmonious relations between the constituent teams

6. Original exit strategy now inadequate because:

- Improving pathways and services has uncovered full scale of unmet need if statutory responsibilities are to be fulfilled.
- The work of the Transition Unit has shown us the enormous complexity of the coordination, planning and tracking function: need to maintain current accurate data on 800+ young people as transition plans for them are made and implemented and aggregate this data for service and financial planning purposes.

7. Incentives

- Better outcomes for young people, more satisfied service users, fewer complaints
- Better PIs and Inspections
- Better care planning: fewer emergency care packages, better management of costs
- Better financial planning: fewer mid-year surprises
- LPSA: Transition Unit is the vehicle for delivering Target 7. If we can achieve this target over 3 years, Transition Unit will “earn” reward money of over £400k.

Options

8. Option One – No additional input

Inputs			
Staff	28 hr social worker	In kind – CwD	These are permanent staff out-posted from their constituent teams.
	18 hr PA	In kind - Connexions	
	18 hr Care Manager	In kind - CTPLD	
Premises	Room at Connexions one-stop shop	In-kind?	Subject to agreement with Prospects
LPSA Pump Priming		28,000	
Outgoings			
Transition Unit running costs	Phones, stationery, postage, photocopying etc	5,000	
Unit Admin	18hr Admin Officer	12,000	
Client support	Budget for individual support on case by case basis to achieve LPSA targets	11,000	

Benefits	Continued co-location possible Fair prospect of achieving LPSA targets, provided constituent teams can sustain co-location
Risks	Constituent teams unable to sustain out-posted staff because of reduced capacity and flexibility in core teams Lack of coordinating manager – benefits of collocation not fully realised Lack of coordinating manager – coordinating, planning and tracking system ceases to function properly

9. Option Two – budget to sustain coordination function

Inputs		Full year	2006-07 only	
Staff	28 hr social worker	In kind – CwD		These are permanent staff out-posted from their constituent teams.
	18 hr PA	In kind - Connexions		
	18 hr Care Manager	In kind - CTPLD		
Premises	Room at Connexions one-stop shop	In- kind?		Subject to agreement with Prospects
LPSA Pump priming		28,000	28,000	
Additional funding required		26,000	0	
Outgoings				
Transition Unit running costs	Phones, stationery, postage, photocopying etc	5,000	2,500	U
Unit Admin	18hr Admin Officer	12,000	6,000	
Transition Coordinator	18 hr Manager	26,000	13,000	

Client support	Budget for individual support on case by case basis to achieve LPSA targets	11,000	5,000	
Benefits	Continued co-location possible Fair prospect of achieving LPSA targets provided constituent teams can sustain co-location. Coordinating, planning and tracking system sustained, yielding care planning and budget management benefits			
Risks	Constituent teams unable to sustain out-posted staff because of reduced capacity and flexibility in core teams. This in turn means that none of the benefits are attainable.			

10. Option Three – budget for both coordination and staff

Inputs		Full year	2006-07	
Staff	28 hr social worker	In kind – CwD		These are permanent staff out-posted from their constituent teams.
	18 hr PA	In kind - Connexions		
	18 hr Care Manager	In kind - CTPLD		
Premises	Room at Connexions one-stop shop	In- kind?		Subject to agreement with Prospects
LPSA Pump priming		28,000	28,000	
Additional funding required		90,000	30,000	

Outgoings				
Transition Unit running costs	Phones, stationery, postage, photocopying etc	5,000	2,500	
Unit Admin	18hr Admin Officer	12,000	6,000	
Transition Coordinator	18 hr Manager	26,000	13,000	
Backfill for constituent teams	18 hr social work	21,300	10,500	
	18 hr care mang	21,300	10,500	
	18 hr PA	21,300	10,500	
Client support	Budget for individual support on case by case basis to achieve LPSA targets	11,000	5,000	
Benefits	Continued co-location possible Constituent teams able to sustain out-posted staff because of reduced capacity and flexibility in core team Good prospects of achieving LPSA targets Coordinating, planning and tracking system sustained, yielding care planning and budget management benefits			
Risks				

Discussion of options

11. All options assume Prospects will agree to contribute office space to the project.
12. Option 3 would deliver the greatest benefits and carries fewer risks. The additional cost (£90,000) could reasonably be shared between Children's Services, Adult CTPLD, Adult Physical Disability Services, and Connexions, all of whom stand to benefit from improved PIs and/or improved budget management
13. If Option 3 is implemented for three years and the Unit attains its LPSA targets in full, the reward will in effect enable option 3 to continue for a further 4 years –subject to Council agreement to use it in this way

Toby Price
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