



People and Health Overview Committee

Date: Thursday, 2 September 2021
Time: 10.00 am
Venue: A link to the meeting can be found on the front page of the agenda.

Membership: (Quorum 3)

Andrew Kerby (Chairman), Pauline Batstone (Vice-Chairman), Tony Alford, Pete Barrow, Toni Coombs, Ryan Holloway, Stella Jones, Beryl Ezzard, Rebecca Knox and Daryl Turner

Chief Executive: Matt Prosser, County Hall, Colliton Park, Dorchester, Dorset DT1 1XJ (Sat Nav DT1 1XJ)

For more information about this agenda please telephone Fiona King 01305 224186 - fiona.king@dorsetcouncil.gov.uk



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Due to the current coronavirus pandemic the Council has reviewed its approach to holding committee meetings. Members of the public are welcome to attend this meeting and listen to the debate either online by using the following link:

[People and Health Overview Committee](#)

Members of the public wishing to view the meeting from an iphone, ipad or android phone will need to download the free Microsoft Team App to sign in as a Guest, it is advised to do this at least 30 minutes prior to the start of the meeting.

Please note that public speaking has been suspended. However Public Participation will continue by written submission only. Please see detail set out below.

Dorset Council is committed to being open and transparent in the way it carries out its business whenever possible. A recording of the meeting will be available on the council's website after the event.

AGENDA

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1 APOLOGIES

To receive any apologies for absence.

2 DECLARATIONS OF INTEREST

To disclose any pecuniary, other registrable or non-registrable interest as set out in the adopted Code of Conduct. In making their disclosure councillors are asked to state the agenda item, the nature of the interest and any action they propose to take as part of their declaration.

If required, further advice should be sought from the Monitoring Officer in advance of the meeting.

3 PUBLIC PARTICIPATION

To receive questions or statements on the business of the committee from town and parish councils and members of the public.

Public speaking has been suspended for virtual committee meetings during the Covid-19 crisis and public participation will be dealt with through written submissions only.

Members of the public who live, work or represent an organisation within the Dorset Council area, may submit up to two questions or a statement of up to a maximum of 450 words. All submissions must be sent electronically to fiona.king@dorsetcouncil.gov.uk by the deadline set out below. When submitting a question please indicate who the question is for and include your name, address and contact details. Questions and statements received in line with the council's rules for public participation will be published as a supplement to the agenda.

Questions will be read out by an officer of the council and a response given by the appropriate Portfolio Holder or officer at the meeting. All questions, statements and responses will be published in full within the minutes of the meeting.

The deadline for submission of the full text of a questions or statements is 8.30 on Friday 27 August 2021.

Please refer to the [guide to public participation](#) at committee meetings for more information about speaking at meetings.

4 QUESTIONS FROM MEMBERS

To receive any questions from members in accordance with procedure rule 13. The deadline for the receipt of questions is **8.30am on Friday 27 August 2021**.

5 UPDATED DORSET COUNCIL PLAN 5 - 24

To consider a report from the Chief Executive, which will also be considered by the Place and Resources Overview Committee on 17 September 2021.

6 BIRTH TO SETTLED ADULTHOOD - REVIEW AND NEXT STEPS 25 - 62

To consider a report from the Executive Director of People – Children.

7 STRATEGY RELATING TO CHILDREN MISSING OUT ON EDUCATION 63 - 74

To consider a report from the Executive Director for People - Children

8 DEVELOPMENT OF FAMILY HUBS 75 - 86

To consider a report from the Executive Director for People - Children

9 COMMITTEE'S FORWARD PLAN AND CABINET'S FORWARD PLAN 87 - 98

To consider the Committee's Forward Plan and that of the Cabinet.

10 URGENT ITEMS

To consider any items of business which the Chairman has had prior notification and considers to be urgent pursuant to section 100B (4)b) of the Local Government Act 1972. The reason for the urgency shall be recorded in the minutes.

11 EXEMPT BUSINESS

To move the exclusion of the press and public for the following item in view of the likely disclosure of exempt information within the meaning of paragraph 3 of schedule 12A to the Local Government Act 1972 (as amended).

The public and the press will be asked to leave the meeting whilst the

item of business is considered.

People and Health Overview Committee

2 September 2021

Place and Resources Overview Committee

17 September 2021

Updated Dorset Council Plan

For Review and Consultation

Portfolio Holder: Cllr P Wharf, Corporate Development and Change

Local Councillor(s): All

Executive Director: M Prosser, Chief Executive

Report Author: Becky Forrester

Title: Business Partner

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Email: rebecca.forrester@dorsetcouncil.gov.uk

Report Status: Public

Recommendation: That the Overview Committees make any final comments on the draft Council Plan before it goes to Cabinet on 5 October 2021.

Reason for Recommendation: To ensure the Overview Committees play a key role in updating the Council Plan in their policy advisory capacities.

1. Executive Summary

Following the Covid-19 Pandemic, Cabinet decided that it needed to update the Council Plan to reflect what we have learnt and what has changed as a result. Cabinet asked the Overview Committees to feed into that update.

On 26 July 2021 members of the Overview Committees held a joint informal workshop to review the draft Council Plan, with a specific focus on Covid-19

recovery. Appendix 1 shows the output of that discussion. Changes are highlighted in yellow.

At this meeting members also discussed the name of the plan, and whether it should be changed. Suggestions put forward were:

- Dorset Forward
- Future Dorset
- Dorset Council Corporate Plan
- Dorset Council's Corporate Priorities

The Corporate Communications Team has advised that 'Dorset Council Plan' remains the most accurate title and is the wording commonly used by local authorities. Abstract titles including 'Future Dorset' and 'Dorset Forward' run the risk of causing confusion. That said, officers recognise there has been some confusion between this council plan and the local plan, which is a planning document.

Members are asked to discuss this again. Comments and suggestions will be passed to Cabinet for discussion on 5 October.

Once the wording of the Plan has been agreed, colleagues in Graphic Design will produce a designed version. A summary 'plan on a page' version will also be produced alongside the final version of the plan once agreed by Cabinet.

2. Financial Implications

The council's medium term financial plan and the budgets reflect the priorities set out in the Dorset Council Plan.

3. Well-being and Health Implications

The plan has been updated to reflect the impact of Covid-19 on Dorset's residents and visitors. *Strong and healthy communities* and *staying safe and well* remain two of Dorset's key priorities. Details of what we will do and how we will do it are shown in appendix 1.

4. Climate implications

Members of the Overview Committees have suggested that the climate and ecology emergency form one of the council's key priorities, now the climate and ecological strategy have been agreed by the council. Appendix 1 provides greater detail of what we will do and how we will do it.

5. Other Implications

None.

6. Risk Assessment

Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

7. Equalities Impact Assessment

The Council Plan was informed by an Equalities Impact Assessment which was undertaken 2019-2020.

8. Appendices

- i. Draft Dorset Council Plan (version 2)**
- ii. Dorset Council Plan (2020/original version)**

9. Background Papers

Dorset Council Plan, Cabinet, 28 January 2020

[Please do not delete the footnote.](#)

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.

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Proposed options for a new name:

- **Dorset Forward**
- **Future Dorset**
- **Dorset Council Corporate Plan**
- **Dorset Council's Corporate Priorities**

Welcome [from Spencer]

This is the Dorset Council Plan, which sets out our ambitions up to 2024. It incorporates the political vision of your councillors and was originally developed in 2019 following a conversation with residents, town and parish councils, and representatives from the public, private and voluntary sectors.

The Plan has been updated to reflect what we have learnt from responding to the COVID-19 pandemic. Many organisations in Dorset stepped up to support our local communities through this incredibly difficult time. Our communities have never worked more closely together. Organisations across all sectors responded quickly, with selflessness, conviction and bravery, creating a 'one team' and 'Dorset Together' approach to supporting the most vulnerable children and adults. We are immensely grateful to them all, and we are keen to keep this spirit of shared responsibility alive and build on these partnerships as we, hopefully, move towards recovery.

It is clear that in addition to recovering from COVID-19 the climate and ecological emergency must inform the council's decisions and actions for the foreseeable future. A climate and ecological strategy and action plan were agreed in July 2021, and we have committed to becoming carbon neutral organisation by 2040 and a carbon neutral county by 2050. We will need to work closer than ever with you, our residents and partners, to successfully achieve it.

We must all challenge ourselves to do more to protect our environment, and this will involve some difficult conversations about the nature of Dorset's economic growth. COVID-19 has highlighted the need to maximise technology, so we need to drive the rollout of full fibre technology and 5G to enable people to effectively work from home, travel less, and access opportunities online.

We must work closely with children, young people and families to safeguard their future environment and help them to recover from the impacts of the pandemic. We want to help raise aspirations and improve education, health and wellbeing, particularly in the most deprived areas of the county. If we want our young people to stay in Dorset, we must give them something to stay for, so we will also focus our energies on developing suitable housing, and supporting skills and training.

The council predicted an overspend from the outset of the pandemic and our response has added significant financial pressure. A combination of cost increases and lost income were the principal causes. Our latest assessment is that the impact of the pandemic on the council will have been in the region of £15m.

In response, the council has developed a four year medium-term financial plan which sets out our budget demands, pressures and risks. We will champion the interests of Dorset, advocate nationally the need for better funding, and work with our partners for the benefit of our county.

I would like to take this opportunity to urge you, if you have any questions, comments or concerns, to make contact with your local Dorset Council ward councillor. They are there to represent your area and respond to your queries and concerns. Please keep them informed about the issues that affect you and your communities, so we can continue to make Dorset a great place to live, work and visit.

Spencer Flower

Leader

Understanding Dorset

Population

Dorset Council area has a population of 378,500 residents, 29% of whom are aged 65 and older (compared to 18% in England and Wales).

Dorset is an attractive place for people to settle in their retirement – it has a large population of older people, and relatively low birth rates. Currently there are over 7,000 people in Dorset living with dementia, and the number is increasing. Younger people often move away from the area. The population continues to grow slowly, driven by people moving into the county and longer life expectancy. The greatest part of population growth is among over 65s. Dorset's working age population is expected to see a marginal decline over the next 25 years.

The Dorset rural idyll can conceal hidden deprivation however. There are pockets of deprivation, mostly in urban areas (mainly Weymouth and Portland) and also in the east of Dorset in Ferndown (Trickett's Cross), Wimborne (Leigh Park) and Verwood (Bingham and Three Legged Cross) and also some rural deprivation due to isolation and difficulty accessing housing, transport and essential services. Crime is generally low in Dorset, although anti-social behaviour and rural crime is a growing problem.

The population is predominantly white British, with 4.4% of our residents from ethnically diverse communities.

Natural, geological and historic environment

Dorset's natural environment is a great asset.

95 miles of coast in Dorset and Devon are classified as a UNESCO Natural World Heritage Site – the only one in England. Over half of Dorset is covered by the Area of Outstanding Natural Beauty designation; 7% of Dorset is protected as a Site of Special Scientific Interest; and Dorset has one of the largest areas of protected lowland heath in Europe.

These designations together mark Dorset as a special place but also present challenges in terms of available land for delivering housing and employment development.

Dorset also has a rich historic environment, with one in twenty of all the protected ancient monuments in England, a well preserved pre-historic landscape and around 10,000 listed buildings.

Economy and infrastructure

Employment in Dorset is high but, like the UK, our economy has a productivity gap. Manufacturing, health, retail, education and hospitality are all big employers in Dorset. 20,000 businesses are based in Dorset: 86% are micro firms and fewer than 1% are large firms. Dorset's economy is worth around £8.1 billion and provides 147,000 jobs. Dorset has an above average number of advanced engineering and manufacturing businesses. But there is also a continuing seasonal, low skill, low wage economy with tourism and agriculture significant industries. The area is rich in valuable minerals, including stone, sand/gravel and oil.

Earnings are below average and house prices are high with affordability issues for many young people and keyworkers. In 2021, lower end house prices were more than ten times higher than lower end earnings in Dorset.

Dorset has no motorway but over 2,500 miles of roads. 96% of premises in the Dorset Council area have access to superfast broadband. 3.1% of premises in the Dorset Council area have access to full-fibre broadband.

The pandemic in Dorset

Up to the end of May 2021, 528 people in Dorset have sadly died within 28 days of a positive COVID-19 test. In excess of 25,400 people in Dorset (approximately 7% of our population)

were shielding and the council and its partners provided a wide range of support to our communities, including:

- We handled 34,559 calls through our COVID-19 contact centre, coordinating food parcel and prescription deliveries, practical help with everyday tasks and befriending
- We administered £250 million of government grants to support local businesses
- We accommodated 49 rough sleepers and homeless households as part of the “everyone in” initiative
- We delivered 2,025 food packages and helped local COVID-19-19-19 support groups
- We worked with partners to provide vaccines xxx (likely to be over one million by October?)
- Vaccinated 91% of care home staff including agency staff had their first vaccine

Partnership working

The pandemic has changed how we live, work and think, and one thing it has proved is just how much more we can achieve by working together, across sectors and organisations, to protect those in greatest need. Hundreds of organisations responded to the crisis, including voluntary and community groups, town and parish councils, nurseries, schools and colleges, health and social care providers, registered housing providers and the police, not to mention residents. We need to keep that energy and spirit of collaboration alive as we move towards a ‘new normal’, and focus on delivering the priorities described below.

We can’t do this in isolation. Key partners include (but aren’t limited to!) organisations in the health and social care economy, voluntary and community organisations, education providers, the local business community, Dorset’s Local Nature Partnership, digital infrastructure providers, the Jurassic Coast Trust, Dorset Wildlife Trust, the National Trust, Natural England, Homes England, Dorset Police, Dorset and Wiltshire Fire and Rescue Service, Community Land Trusts, Public Health England, colleagues in the Integrated Care System, Dorset Clinical Commissioning Group (and subsequent bodies), Dorset Healthcare Trust, Bournemouth, Christchurch and Poole Council, the Local Enterprise Partnership, the ambulance service, transport providers, the Armed Forces, probation services,.

Our priorities – the climate and ecology

Dorset Council declared a climate and ecological emergency at its first Full Council meeting and in July 2021 adopted a strategy and action plan setting out how the council will respond. This commits us to taking direct action across our operations to become a carbon-neutral Council by 2040, and through our wide ranging services and partnerships, to facilitate the changes required for the whole of Dorset to become carbon-neutral by 2050, and to protect and enhance biodiversity across Dorset.

The strategy set the direction of travel over 9 topic areas , buildings & assets, waste, water, economy, transport, natural assets, food and drink and renewable energy.

What will we do

- Decarbonise our estate by 2040
- Facilitate greater renewable energy supply in Dorset
- Achieve a zero carbon fleet by 2040
- Enable residents to travel more sustainably
- Work towards Become a low waste council and county
- Support transition to a low carbon Economy in Dorset
- Protect and enhance biodiversity across Dorset
- Encourage a low carbon food and drink sector
- Ensure Dorset is resilient to impacts for climate change

Dorset Council must work towards reducing its own carbon emissions output, food poverty and the level of waste produced, all while meeting the increasing demand for food.

How will we do it

- Install energy & water efficiency and renewable energy technologies across our estate
- Support development Secure large scale renewable energy installation to provide our energy needs
- Switch to Electric Vehicles and ultra- low emission vehicles
- Reduce our waste and increase facilities to reduce, re-use and recycle
- Support businesses to be greener and encourage low carbon sector skills and jobs
- Improving EV infrastructure, bus services and facilities for walking and cycling.
- To protect and enhance natural assets and facilitate net gain in biodiversity
- Support local food produces, food waste reduction and healthy low carbon meals
- To facilitate the development Develop a climate resilience plan
- Securing external funding
- Work with partners, community organisations and other stakeholders
- Monitor and report progress

Our priorities – economic growth

We will deliver sustainable economic growth, increasing productivity and the number of high-quality jobs in Dorset, creating great places to live, work and visit.

COVID-19 has had a very significant impact on Dorset's economy, though precisely what those impacts are, and how long they will last, will take years to fully understand. The council has worked hard to ensure local businesses have received government grants, distributing over £250m in just 12 months.

More positively, the pandemic has provided an incredible insight into the potential for flexible and remote working, and this has enormous potential to support Dorset's low-carbon economy and promote digital skills in future. We need to work together to build on this opportunity, drive the roll out of full fibre technology and 5G to enable people to travel less and access opportunities online so that Dorset's economy can emerge from the pandemic in a way which is stronger and more environmentally sustainable.

What will we do?

- Recover from the pandemic and become more resilient to future economic shocks
- Support Dorset's high streets to change and develop
- Support Dorset's residents to access retraining opportunities
- Promote apprenticeships across all sectors and set an example by creating as many opportunities within the council as possible
- Promote Dorset as a place to do business and attract inward investment
- Implement the Economic Growth Strategy adopted in 2020, and adopt a new Local Plan by 2024
- Support the growth of new and existing businesses, and in turn support job creation
- Improve the provision and use of sustainable transport and digital connectivity
- Enhance people's aspirations and skills to improve social mobility
- Support growth in Dorset's low carbon economy and skills

How will we do it?

- Continue to efficiently deliver any government support grants for local businesses to support them through the pandemic and the recovery
- Advertise the government's fully funded retraining courses as part of its Lifetime Skills Guarantee.
- Establish an Education and Skills Leadership Board
- Drive the roll out of full fibre technology and 5G in Dorset to enable people to work from home effectively, travel less and access opportunities online
- Improve rail services, public transport and reliability of journey times by working with providers, lobbying Government and focussing on schemes to ease congestion
- Enable growth of good quality jobs at Dorset Innovation Park, our designated Enterprise Zone
- Support growth in key sectors, including advanced engineering/manufacturing, agritech, maritime commercial opportunities, aquaculture, tourism and the care sector
- Work with schools, colleges, universities and businesses to raise career aspirations and improve skills
- Stimulate local business opportunities, innovation and skills development through council procurement of goods and services

Our priorities – unique environment

We will improve access to and use of Dorset's environment, in a sustainable way which protects it for future generations.

The pandemic has highlighted just how important access to green space is, particularly for children, young people and vulnerable adults. We are blessed with a stunning natural environment and recognise a new significance to it in mitigating the impacts of COVID-19-19 and possible future pandemics. It is more important than ever that we protect and enhance this natural asset for future generations.

Dorset has also seen an increase in visitors from elsewhere in the UK, which has brought both benefits and challenges. While visitors play an important role in supporting the local economy, higher volumes of traffic on the roads have put pressure on local infrastructure, and greater social mixing has created concern about how quickly the virus might spread. The council has within restrictions enabled and supported continued use of its country parks, green spaces, rights of way and harbours working closely with partners to reinforce key messages of 'hands, face, space' and reiterated the need for socially responsible tourism.

What will we do?

- Work with partners to support safe visitor levels and improve access to safe outdoor spaces, including footpaths and bridleways, for everyone
- Monitor and respond to any additional wear and tear on the environment as a result of greater visitor numbers
- Deliver services in ways that protect our natural, historic and cultural environments
- Promote behavioural change to reduce waste and increase reuse and recycling
- Lead and support communities to respond to climate and ecological change
- Capitalise on Dorset's unique environmental assets to support our priorities
- Provide an environment that attracts business investment, tourism and a skilled workforce
- Protect Dorset's natural biodiversity
- Build and celebrate community pride in our environment to help keep it clean and safe
- Support the development of appropriately located renewable energy

How will we do it?

- Implement our climate and ecological emergency strategy and action plan, working with our partners, particularly town and parish councils and government
- Promote Visit Dorset, the Dorset tourism information site www.visit-dorset.com
- Actively respond to proposals that impact on the environment
- Deliver a highways verge management and street cleansing strategy
- Deliver our pollinators action plan
- Responsibly manage the spaces, buildings and land we own
- Support local farmers, woodland owners, foresters and land managers to make environmental improvements through agri-environment schemes
- Support the Environment Agency on flood protection projects
- Protect our environment from harm by monitoring and improving air, land and water quality
- Support and promote campaigns such as Litter Free Dorset and Love Your Dorset

Our priorities – suitable housing

We will work with registered housing providers, community land trusts and local housing partners to deliver affordable, suitable and decent housing.

COVID-19 has put enormous pressure on housing services. The pre-existing shortage of suitable land for housing development, combined with the legal requirement to house everyone who was homeless during the pandemic, and problems with the supply chain in the construction industry, have added considerably to a service that was already under enormous pressure. It seems likely that pressure will increase as the effects on the economy contribute to housing insecurity and an expected increase in evictions. We must also monitor whether changing work practices is putting additional pressure on market housing – purchase and rents – from people moving into Dorset. Working with partners and private owners will be critical in coming months and years to prevent homelessness and reduce reliance on short term or poor quality temporary accommodation.

New strategies will be implemented around homelessness, rough sleeping and housing which will draw on the lessons from the pandemic.

What will we do?

- Work with partners to continue to support people who were housed during the pandemic, once that requirement comes to an end
- Maximise the use of council assets, and opportunities offered through our partnerships, to develop affordable and sustainable housing, including the creation of more social rented housing
- Bring long-term empty properties back into use
- Support people to access the right accommodation suitable for their needs and affordable to them
- Raise standards of privately rented homes, focussing attention on those which do not meet good and decent standards
- Promote energy efficiency and green initiatives within the housing sector to meet our climate change objectives and tackle fuel poverty
- Implement new housing allocations policy and approach to prioritising housing
- Adopt a new Dorset Council Local Plan by 2024

How will we do it?

- Develop a mixed programme of new homes, including supported accommodation and affordable housing including the Building Better Lives programme that will provide quality housing and care for local people (www.dorsetcouncil.gov.uk/building-better-lives)
- Provide homes by 2024 in line with land supply target and the Local Plan
- Develop a comprehensive and ambitious housing strategy for Dorset
- Provide a balance of new high quality housing supply to deliver in a range of tenures and price ranges to meet needs and aspirations
- Prevent homelessness and reduce reliance on short term or poor quality temporary accommodation by direct action through the provision of short term accommodation by adopting an Invest to Save policy
- Maximise the amount of affordable housing on new developments in line with the Local Plan policies to promote affordability as a proportion of new developments
- Support and enable access to energy efficiency initiatives and grants

Our priorities – strong healthy communities

We will work with residents and partners to build and maintain strong communities where people get the best start and lead fulfilling lives.

This principle is focussed on community activity, and the power of our collective effort in recovering from the pandemic. One of the most positive things to have emerged from the pandemic has surely been the speed and determination of communities, voluntary and community groups, town and parish councils, local shops and other organisations to support those who need it. It has been a truly astonishing response and a testament to the power of our collective resource and compassion.

Local council budgets have reduced year on year for over a decade now and the reality is that we cannot continue to provide everything residents, businesses and visitors all want and need. Responding to the pandemic has put enormous strain on budgets that were already insufficient, so it is more important than ever that we find the best way of working together to help communities to help themselves.

We know that COVID-19 has had a particularly damaging impact on children, young people and vulnerable adults. We are anticipating a significant increase in people reporting mental health problems, and we must work together at a community level to respond to that. We also need to recognise that the impact of COVID-19 will last for several years, particularly amongst children, vulnerable adults, service providers and business and this cannot be underestimated. Many will continue to struggle with significant workforce issues which are exacerbated by our rural landscape and geographically dispersed population.

Whether by volunteering for a local group, standing for your local town or parish council, making a donation to a local food bank, offering your time and expertise to a local initiative or simply learning more about your local community, everyone can do something. The council will continue to support new community groups and initiatives to help make this happen.

What will we do?

- Keep residents and visitors informed about health and wellbeing, including COVID-19
- Work with and support the Strategic Alliance Board (a group of partners who have come together to support children and young people)
- Maintain and strengthen the voluntary and community sector, including facilitating / helping residents and communities to support each other
- Work to improve the social and cultural wellbeing of the area
- Enable people to feel a sense of belonging and to participate actively in their community
- Aim to increase people's healthy life expectancy and reduce differences between areas
- Provide additional support to communities with the greatest challenges, including the Stronger Neighbourhoods project in Weymouth and Portland
- Improve outcomes for children, and focus on narrowing the gap for the most vulnerable
- Work to find creative and innovative ways to deliver support and care to vulnerable adults to support their independence and to try and reduce the call on statutory services
- Ensure where statutory services are needed that they are available at the right time, right place and supports where possible people reaching crisis point
- Focus on keeping the voice of residents central to all we do and regularly ensure we are doing what matters most to people

How will we do it?

- Enable and support appropriate level of Page-17 testing

- Encourage take up of COVID-19 vaccinations
- Support communities to be connected, inclusive, safe and active
- Support the development of the Dorset Integrated Care System (ICS) with a particular focus on the health and care partnership forum, place-based partnerships and strategic commissioning workstreams
- Refresh the Joint Strategic Needs Assessment for Dorset, working through the Health and Wellbeing Board, to inform the ICS priorities
- Support the development of a health and care strategy for Dorset that promotes integration, early intervention and prevention, and tackles the most pressing health problems
- Work with the ICS and its statutory body to ensure resources to support the strategy
- Ensure a place-based approach to improving health and wellbeing identifies and tackles the key inequalities in health outcomes in Dorset
- Implement the Cultural Strategy
- Work collaboratively with town and parish councils and communities to identify and deliver what they think is important
- Provide an inclusive and accessible directory of community activities to connect people and tackle social isolation
- Recognise when the voluntary, community and social enterprise sector is better placed to provide a service and support them in their work
- Encourage volunteering to help build communities, reduce loneliness and enable people to learn new skills
- Help people to claim and receive the benefits they are entitled to
- Improve mental health support for children, young people and adults
- Help ensure food available to buy and eat is safe
- Increase the number of people supported by LiveWell Dorset to be more active, maintain healthy weight, quit smoking and reduce their alcohol intake (www.livewelldorset.co.uk)
- Protect people from harm from rogue traders and scammers
- Provide safe and useable cycle ways and footpaths, integrated bus services and community transport schemes
- Provide and maintain access to rights of way, country parks and countryside
- Communicate quickly and accurately with residents using a range of channels
- Work with voluntary and community sector to identify innovative ways to help adults with care and support needs
- Review our day opportunities service and develop and implement a more flexible offer
- Work with residents to develop our preventative offer to support people at the earliest opportunity
- Deliver A Better Life Programme and the Greater Partnerships project
- Support informal carers and ensure we have the support in the right place
- Promote working in adult care as a career of choice and enhance training and development offer working with community ,voluntary organisation, businesses and education partners

Our priorities – staying safe and well

We will work with all our residents to have a good quality of life.

This priority is focussed on individuals, and the council's duty to protect the most vulnerable. With some packages of support running to several thousand pounds per week, this is the area where the council spends most of its money, and experiences the greatest degree of pressure.

Although COVID-19 appears to pose a lower risk of infection and serious illness to children and young people, its social toll could be devastating. The pandemic has intensified the challenges many children and young people face, and there are widespread concerns about the impact on babies and the very youngest from lost learning, families facing job losses and diminished income, and the impact of social distancing and lockdowns on mental health and wellbeing. Children must now be a priority in recovery planning, both nationally and locally.

What will we do?

- Improve outcomes for children and support children disadvantaged by missing education through the pandemic
- Support people to build on their strengths
- Make Dorset the best place to be a child; where communities thrive, and families are supported to be the best they can be
- Ensure our children achieve the best educational results they're capable of
- Work with families and children with special educational needs and disabilities to shape better services
- Support vulnerable children with food and activities during school holidays
- Support people to live independently in their own homes and, when this isn't possible, to provide high quality care,
- Work to protect children and vulnerable adults and prevent them from being exploited
- Ensure good quality service provision is available when needed by those most in need
- Learn from living with COVID-19 and develop support based on good information and data
- Review how we use resources to ensure they are shared in the most effective and efficient way to meet people's needs
- Review mental health services with partners to ensure services are accessible to those who need them

How will we do it?

- Deliver our Children, Young People and Families' plan 2020-2023
- Provide good quality social care services
- Provide more specialist education within Dorset for children with complex communication and learning needs including creating a new centre of excellence at St Mary's, Shaftesbury
- Recruit more Dorset Council foster carers, shared lives carers and develop more children's home provision in Dorset
- Increase the types of care placements available for children and young people
- Develop youth support services
- Provide information, advice and support at the earliest opportunity
- Use technology – and help others to use it - to explore innovative ways to improve quality of life and independence

- Improve the way we work to deliver better outcomes for children and young people through our place-based locality teams and Dorset Children Thrive model
- Improve the way we work to deliver better outcomes for adults
- Work with and support providers to ensure they offer good quality care and support
- Implement the government's Breathing Space policy for people struggling with debt
- Ensure there is sufficient choice and availability of care for vulnerable adults
- Work jointly with health services to support people who are leaving hospital
- Develop a carers strategy
- Work closely with health to ensure we have the right services available to meet the health and care needs of children and adults
- Signpost those affected by the pandemic to services that support people with bereavement and grief

Dorset Council's values, behaviours and principles

As we have come together to create a new organisation, we have defined our principles and values for our journey ahead. This is the focus of our transformation plan which will support us to achieve the council's priorities by 2024

Our values

- We are an advocate for Dorset on a local, national and global stage
- We work together with our communities and our partners to make things happen
- We put people first and design services around their needs now and in future
- We are open, accessible and accountable
- We use time and money wisely
- We value people and build on their strengths

Our principles

- Employer of choice
- Customer focused
- Sustainable organisation
- Effective and modern

Our behaviours

- Responsibility
- Respect
- Recognition
- Collaboration

Our equality objectives

- Fostering good relations with and within the community
- Developing and supporting a diverse workforce
- Developing, commissioning and delivering inclusive and responsive services

Dorset Council's transformation programme

Dorset Council has an ambition to be a modern 21st century organisation, re-thinking how we deliver services. Following learning from the COVID-19-19-19 pandemic, we have developed a transformation programme made up of 38 projects that will deliver savings of around £18 million over the life of this plan and sustain and were possible improve service delivery.

Dorset Council will transform to:

- Be a key player in place shaping, optimising community capacity and assets.
- Be an early intervention, inclusion county.
- Be smart in its use of assets, estate and capital.
- Be a commercially minded council that demonstrates value for money services.
- Be a great organisation to work in and with - an employer of choice.

This will be achieved by:

- transforming our services with our customers, communities and partners
- operating at a lower cost with a reduced carbon footprint
- planning for the long term by investing in services and activities that set a strategic path to managing demand
- using evidence and business intelligence to direct our decisions to deliver improved impact and good value
- tackling digital exclusion so that no-one in Dorset is disadvantaged digitally
- building ambitious and sustainable capabilities that prepare the council for the future

Which council strategies help deliver the council plan?

Strategies that support all 5 themes	Economic growth	Unique environment	Suitable housing	Strong and healthy communities	Staying safe and well
<p>COVID-19 Recovery Strategy and Workplans (Local Resilience Forum)</p> <p>Health and Wellbeing Strategy</p> <p>Customer Transformation Strategy</p> <p>Diversity and inclusion strategy 2021 to 2024</p> <p>Library Strategy</p> <p>People strategy 2019 to 2024</p> <p>Budget strategy 2021 to 2022</p> <p>Procurement strategy 2020 to 2022</p> <p>Asset management strategy 2020 to 2023</p> <p>Digital strategy</p> <p>External communications strategy</p> <p>Dorset Council climate and ecological & emergency strategy</p> <p>Dorset Council transformation plan 2020 to 2024+</p> <p>Dorset Council Local plan (in development)</p>	<p>Economic growth strategy 2020 to 2024</p> <p>Dorset passenger transport strategy 2015 to 2026</p> <p>Bournemouth, Poole and Dorset local transport plan 2011 to 2026</p>	<p>Dorset Harbours strategy (in development)</p> <p>Dorset coast strategy 2011 to 2021 *</p> <p>Jurassic coast partnership plan 2020 to 2025</p> <p>Dorset coastal community team connective economic plan 2018*</p> <p>Dorset area of outstanding natural beauty management plan 2019 to 2024</p> <p>Cranborne Chase area of outstanding natural beauty management plan 2019 to 2024</p> <p>Dorset rights of way improvement plan*2011 to 2021</p> <p>Dorset's Joint Municipal Waste Management Strategy 2008-2033</p> <p>Bournemouth, Christchurch, Poole and Dorset Waste Plan to 2033</p>	<p>Homelessness and rough sleeper strategy</p> <p>Housing strategy (in development)</p> <p>Housing allocations policy</p> <p>Building Better Lives+</p>	<p>A Better Life+</p> <p>Community safety plan 2020 to 2023</p> <p>Dorset Council communities strategy (in development)</p> <p>Youth Justice strategy 2021 to 2022</p> <p>Placement Sufficiency Strategy+ 2020 to 2023</p> <p>Corporate Parenting strategy 2020 to 2023</p> <p>Cultural strategy 2021 to 2026</p> <p>Children, Young People and Families' Plan 2020-23</p>	<p>Community safety plan 2020 to 2023</p> <p>Dorset SEND strategy 2018 to 2021*</p> <p>Pan Dorset reducing reoffending strategy 2018 to 2021*</p> <p>Children, Young People and Families' Plan 2020-23</p> <p>Pan-Dorset Child exploitation strategy 2020 to 2022</p> <p>Youth Justice strategy 2021 to 2022</p> <p>Corporate Parenting strategy 2020 to 2023</p> <p>Placement Sufficiency Strategy 2020 to 2023</p> <p>Building better lives+</p> <p>Health and wellbeing strategy</p>

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People and Health Overview Committee 2nd September 2021 Birth to Settled Adulthood 2021; Review and next steps

For Decision

Portfolio Holder: Cllr A Parry, Children, Education, Skills and Early Help

Local Councillor(s): Cllr

Executive Director: T Leavy, Executive Director of People - Children

Report Author: Elizabeth Broadhurst
Title: Interim Social Care Consultant
Tel: 01305 221770
Email: elizabeth.broadhurst@dorsetcc.gov.uk

Report Status: Public

Recommendation: To adopt and endorse all recommendations made as part of the Spring 2021 review into the current Transition to Adulthood approach.

- **Recommendation 1 – Deliver a Change Process (Hearts & minds)**
 - o Undergo a Preparation for Adulthood change process delivering 7 suggested workstreams each led by a Head of Service ensuring cross sectional membership from all stakeholders and coproduction. The change process will deliver the implementation plan and work towards creating collaborative working where beneficial.

Workstream 1: Governance

- Establish a Strategic Transitions Board with an independent chair, Board membership to include Director for Adult Social Care and Children Services Director, Corporate Head of Service, Health and Voluntary Sector representation. Including Parent Carer Council (ensuring the connectivity with the Education for All Board, Health and Wellbeing Board & Strengthening Services)
- To provide strategic governance and management of the improvement journey through the delivery of the implementation

plan developed on the findings in the May 2021 review of Transitions.

Workstream 2: Vision and policy

- What does it mean for Dorset's Children, Young People & families
- Bringing to life the reality that this is not about services but about young people moving to adulthood and what are their opportunities
- Be ambitious for our residents and drive improvement to the lived experience
- What is the transitions vision across the multi-agency partnership
- How can Dorset Council create a platform of opportunities and innovation through this vision
- To provide strategic connections across systems and organisations
- A need to develop a culture and processes setting the ambition to support people to develop Skills, to gain employment and or Volunteering opportunities.

Workstream 3: Finance

- Understanding future demand
- Modelling savings against targets
- Keeping an overview and clear line of sight on spend

Workstream 4: Resource

Phase one

- Establish a Transitions Panel (chaired by Corporate Head of Service) operational focus as an interim measure with clear terms of reference (particular regard to legislation for Children's services and Adults)
- Sitting alongside the Education Multi Agency Panel (as dispute resolution if required) to discuss, monitor and manage referrals to transitions (future recommendation to review panels as potential to streamline)
- Agree packages of care
- Identify blockers to escalate to the Transitions Board
- Monitor the transitions tracker and developed dashboard
- To develop a case work model on the high need young people as a joint approach with Children services and / or Children Services to explore Transitions Co-workers to be attached to each Children who are Disabled Team to facilitate conversations at annual reviews and when young people reach year 10
- To develop an approach to engage with services outside Children who are Disabled Team i.e. Child and Adolescent Mental Health Service, Care Leavers, Looked after Children, Special Educational Needs Team

- Ensure timely completion of assessments
- Develop a definition of high cost, and risk indicators to enable earlier identification

Phase two

- To consider next steps with regards to the operational resources and delivery model
- Develop a full options paper further for strategic consideration at the Transitions Strategic Board which considers:
 - Future aspirations
 - Models of delivery i.e. 0-25 model
 - Demand management modelling
 - Training across all services in transitions, Care Support assessments, children's and adult's legislation etc

Workstream 5: Business Intelligence

- Using a transition tracker of all young people with a trajectory to adult services, including financial information
- Improvements to recording and reporting making better use of the MOSAIC and Synergy system
- Developing Key Performance Indicators for reporting
- Introducing triggers for caseworkers i.e. transitions questions on MOSAIC at Child Protection conference etc
- Learning from quality and audit reviews of Education, Health and Care Plans

Workstream 6: Commissioning

- To develop a commissioning plan that works to understand the future demand, current demand and opportunities for provision
- The accommodation offer needs to include a wider set of housing options, e.g. increase people in tenancies through general housing and work to promote independent living
- Commissioning role to be developed within the Transitions Panel

Workstream 7: Pathway mapping

- what is the experience and journey of a young person across the multi-agency partnership?
- Fundamental misunderstanding of how EHCPs can enable a smooth transition to adult life, what are the gaps and what are the opportunities with cultural change
- What gaps are emergent
- How can systems and processes be aligned better
- Support the work with Children's to influence education so that clear targets and goals are set for people in childhood that will equip them for adulthood and independence

Recommendation 2 - priority action with immediate activity

- To approach backlog of 93 assessments outstanding and target the additional 77 Young people identified via the finance work to look at early help planning
- To review capacity within Adult Social Care and understand the risks of not ringfencing capacity for work with young people.

Reason for Recommendation:

1. Executive Summary

1.1 Ambition

- 1.1.1 Children and Adult Services recognise that the current operating model to support young people through the transition to adulthood across Dorset has not been delivering the outstanding service that our community require and we as an organisation aspire to. As part of the Strengthening Services and Adults Improvement Programme, it was agreed to jointly commission a review that will identify how;

Services across People and Place are effectively supporting young people in their Preparation for Adulthood as required by the Special Educational Needs (SEN) and Disability Code of Practice.

Young people have their skills, abilities and opportunities maximised and relative strength supported to grow and develop as individuals.

- 1.1.2 The findings of the review support the feedback received from Young People, Parents, stakeholders, teams, and external partners that the current Transition to Adulthood model is not robust, is not consistent and more importantly is failing our young people.

'I want to start seeing this as less about the services and more about the right time for our young people, how could we work towards transition at the end of their education setting or when they are 'settled', transitions at 18 is fraught with worry and uncertainty, so much change all at the same time. We are just moving the problem between services, passing the baton rather than thinking about the individual and their family' Stakeholder F 2021

- 1.1.3 Children and Adult Services are committed to driving improvement as our young people transition to adulthood for those who require longer term support and for those who perhaps just need a lighter touch. Whilst the 'what (is in scope)' regarding services and infrastructure requires further detail, both Children and Adult Services have agreed on the 'why' and 'when'.

1.2 Case for Change

1.2.1 Both the Special Educational Needs area inspection in 2017 and the Ofsted Children Services focused visit found challenges and issues with consistency of practice, requiring improvements to planning, strategy and recording. A recent peer review for Dorset on SEN and High Needs found the council provides a compelling vision for the future provision of Special Educational Needs services and High Needs block.

1.2.2 During the Local Area SEND Inspection 2019 families told Dorset that:

- They weren't provided with good information about preparing for adulthood
- The transitions assessment wasn't completed in good time
- The move to adult life was not well-planned
(Dorset Parent Carer Council survey for the Local Area SEND Inspection 2019)

1.2.3 People with learning disability have also told Dorset what is important:

- Making sure that young people and their families can get the right information
- Supporting access to advocacy services to help people speak up
- Making it easier for young people to move from children's to adult services
- Join up plans for children and young people with Special Educational Needs and Disabilities
- Do more to include support for young people when we think about planning and buying services.
(Learning Disability Partnership Board Big Plan Workshop 2020)

1.2.4 Currently there are **400** children and young people waiting for specialist school placements under 16, a high proportion of this cohort will require future services from Adult Social Care. The highest number of referrals come from Children who are Disabled Team (CWAD), followed by Social Care (Looked After Children) and then SEN. Following training and awareness there is potential for increased referrals from SEN particularly pre-16, but that currently the referrals to the Transitions Team would only look to increase their existing backlog of **93** cases (June 1st) and may not enable earlier identification or assessment.

1.3 Legislation & Regulation Framework

1.3.1 Since 2014 there have been many policy changes that affect the lives of young people with SEN, disabled young people and their families, and will impact on the range and quality of support available to them as they prepare for adulthood.

1.3.2 The Care Act 2014: Transition from childhood to adulthood, places a duty on Local Authorities to conduct transition assessments for children, children's carers and young carers where there is a likely need for care and support after the child in question turns 18 and a transition assessment would be of 'significant benefit' at a point in time. This is regardless of whether the child or individual currently receives any services.

1.3.3 The Education, Health and Care (EHC) plan introduced by the Children and Families Act 2014 aims to ensure that professionals work together to support children with special educational needs and that information is shared between them. This is a consistent theme in much of social care practice. The early identification of young people likely to need care and support as adults can effectively begin with:

- Monitoring Education, Health and Care plans
- Thinking 'whole family'
- Building relationships with young people and their families and with other professionals

1.3.4 The two pieces of legislation that will have the greatest influence on support for disabled young people preparing for adulthood are Part 3 of the Children and Families Act 2014, which focuses on Special Educational Needs and Disability, and Part 1 of the Care Act, which focuses on the care and support of adults with care and support needs. Legislation can be used to create positive outcomes for disabled young people.

1.3.5 When Dorset Council considers the care and support needs of young people, decisions about whether a young person's Education, Health & Care plan should be maintained after age 19 will depend on whether they'll need special educational provision to meet the outcomes set out in their Education, Health & Care plan. If a young person has achieved the outcomes in their Education, Health & Care plan by age 19, then no further special educational provision should be required after that age.

If a young person over the age of 18 continues to have an Education, Health & Care plan, they may have social care and health needs. Dorset's local offer must set out:

- the relationship between the Children and Families Act 2014 and the Care Act 2014
- how the requirements of both acts are being implemented locally

It's critically important that Clinical Commissioning Groups and health providers work closely with Dorset Council to provide a coordinated and coherent offer to young people with social care and health needs after the age of 18.

The Care Act 2014 places a duty on Dorset Council to conduct transition assessments for children or young people, their carers and young carers where there is a likely need for care and support after the young person turns 18.

- 1.3.6 Where young people aged 18 or over continue to have Education, Health & Care plans, and are receiving care and support, this must be provided under the Adults legislation of the Care Act 2014.

The Education, Health & Care plan should be the overarching plan that ensures young people receive the support they need to help them achieve agreed educational outcomes. The statutory adult care and support plan (see part 3 of the Children and Families Act) should form the 'care' element of the young person's Education, Health & Care plan.

1.4 Performance, data sets and reporting

- 1.4.1 Dorset Council currently supports 922 adults with a learning disability, 172 (18%) of whom are aged 18-25. There are 46 individuals with a primary need of mental health support aged 18 to 25. 143 young people (aged 14-18) were identified in 2020/21 as potentially requiring transition support from Children Services to Adult Social Care and support. Around 70-75% of young people transitioning to adulthood have a learning disability as a main reason for support. 70-75% of young people who go on to receive a package of care from adults have Learning Disability. Referral numbers are roughly 50:50 Mental Health and Learning Disability, with 5-10% of these younger people requiring significant amounts of support. Most people with very significant personal support needs will also require support from the health services.
- 1.4.2 Whilst there is a wealth of information held by teams on spreadsheets, as well as recorded on MOSAIC and Synergy it is really difficult to ascertain the data relating to transitions, we don't know if the data is good enough, or if there are challenges in terms of recording or quality. Whilst it is difficult it is not impossible to overcome this, so has been identified as one of the workstreams under this project. One of the top barriers with any transformation work across Dorset relates to where services are unable to

report on themselves due to lack of monitoring data and therefore the trajectory if improvement.

1.4.3 Improvement work has begun with identified actions to improve performance, data sets and reporting including work on a refreshed transition tracker, containing current & historical provision for identified young people with financial information.

1.4.4 As part of the governance arrangement sat in the improvement work, there is a shared aim and ambition to be able to capture and understand the outcomes for the individual young people going through transitions, from a qualitative and quantitative basis as well as a trend data perspective, to improve, iterate and develop better commissioning options for our residents.

2. Financial Implications

2.1 Structurally within Adult Social Care sits the 'Transitions Team', comprising of 3 staff (Manager plus 2 Social Workers) working closely with Transitions Co-ordinator, employed in Adults' Commissioning Team. The Transitions Team do not undertake casework, they complete Care Act assessments for those with 'likely needs' at the point of significant benefit. Assessing likely eligibility and information, advice and guidance, the team works as a gateway to specialist adult services such as Learning Disabilities, Mental Health and Physical Disabilities team.

People with learning disability have also told Dorset what is important:

- Making sure that young people and their families can get the right information
- Supporting access to advocacy services to help people speak up
- Making it easier for young people to move from children's to adult services
- Join up plans for children and young people with Special Educational Needs and Disabilities
- Do more to include support for young people when we think about planning and buying services.

(Learning Disability Partnership Board Big Plan Workshop 2020)

2.2 Strategically savings have been identified that are connected and are intrinsically linked to this workstream. The Adult Services Transformation

- workstream is likely to have savings directly linked to Transitions but are focused on providing the right support to people.
- 2.3 There is further work that needs to be conducted during the Discover and Define phase of the project on both the size of the resource held in both directorates and the functions that they perform, and then use this to define any options going forward. These options could include one directorate hosting a service, a shared team of practitioners under an integrated / joint funded post or both directorates retaining their staff and co-locating them to aid practice.
 - 2.4 For completeness and clarity, the below represents the current resources for the teams delivering the function “as is” and not the requirement of any staffing compliment for a yet to be defined model of delivery.
 - 2.5 The dissemination and understanding of financial monitoring will be critical to the council’s ability to reduce the deficit within its adopted model and measures on this are needed now to realise the council’s ambition. In short, the council must more closely monitor today to take care of tomorrow. As of November 2020, the total weekly cost for 172 young people aged 18-25 was £188,014. It is the case that the costs of this cohort are likely to increase since a number of these young people remain in education. Consequently a proportion of their costs are currently being funded by Special Educational Needs through the high needs budget. Once these young people move out of education, costs for alternative provision may revert to Adult Services, if they remain eligible for social care. These young people do not represent high volume spend, but rather high individual spend. They also represent a long-term commitment in terms of spend, since most of these young people are likely to be in receipt of services of some description for life (so potentially 40/50 + years).
 - 2.6 This reinforces the position that any new model must have an absolute focus and ambition to maximise the independence, life chances and opportunities for young people, whilst reducing the council’s long term financial commitment.
 - 2.7 Finance information pulled together from across Children Services and Education finance data as an indication of the investment for 77 young people aged 14-17, at an average of £81,387 per person. Breaking this down further Children who are Disabled Team are currently supporting 18 young people with short-breaks at an annual cost of £497,167. Short-breaks have moved from internal to external placements. In addition, 6

young people known to the Early Help service are accessing additional funding for bespoke specialist support who do not meet the Children who are Disabled Team criteria. It is currently not possible to identify what young person from the group of 77 could escalate to higher costs within Children's Services, Education or Adult Social Care. Further work will be required to look at the young people within this group to understand the potential for longer term support and or alternative pathways.

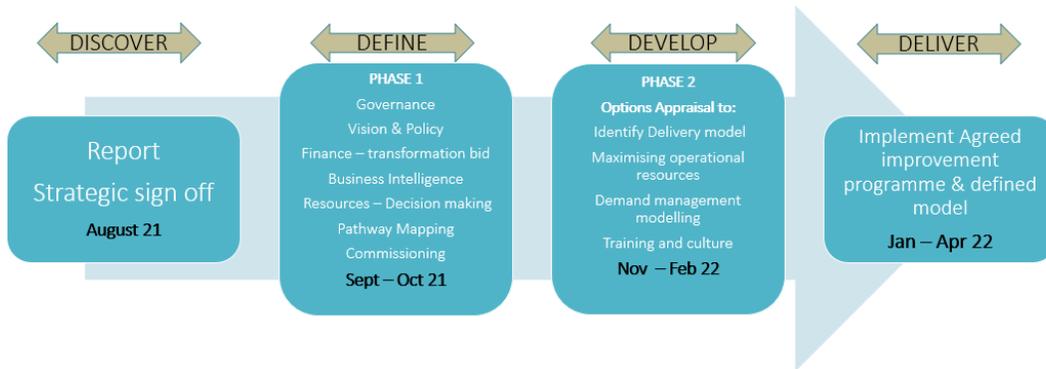
Young People aged 14-17 with placement costs across Children Services (June 1 st 2021)												
Age	CWD**				CWD/LAC			CWD/Direct Payments		SEN		
	total ind.	yearly short break forecast	total ind.	yearly 'other' forecast	total ind.	weekly average	yearly forecast	total ind.	Yearly forecast	total ind.	yearly forecast	total forecast spend (June 2021)
14	not avail by age		not avail by age		4	£609	£126,724	3	£8999	23	£1,145,488	£1,272,212
15					8	£1103	£8825	5	£32,876	17	£893,016	£901,941
16					7	£2961	£20,727	6	£53,195	27	£1,667,666	£1,688,393
17					7	£2993	£20,952	6	£35,604	29	£1,750,065	£1,771,017
unknown	18	£497,167	13	£136,131								£633,298
total investment												£6,266,861

Adults Learning Disabilities and Mental Health Packages by Age

Age	Total Ind.	Total Cost per week	Total cost per annum
18	8	4,556	237,568
19	24	28,749	1,499,035
20	20	25,614	1,335,573
21	27	38,979	2,032,480
22	30	59,390	3,096,778
23	32	26,464	1,379,906
24	34	26,359	1,374,437
25	35	33,500	1,746,771
Grand Total	210	243,610	12,702,547

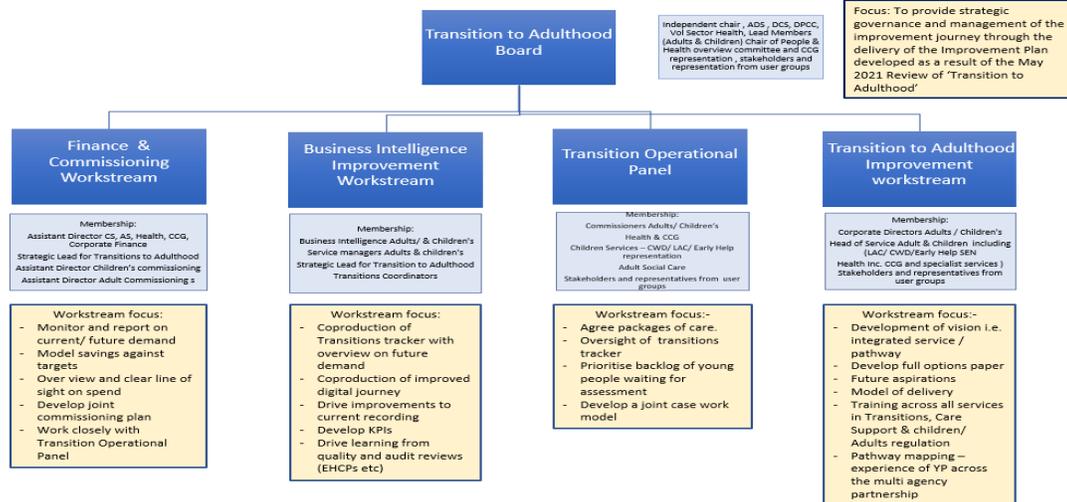
2.8 Next steps - Timeline

Agreement to undergo a Preparation for Adulthood change process delivering suggested workstreams based on the recommendations from the recent report, each led by a Head of Service ensuring cross sectional membership from all stakeholders and coproduction (see structure chart above). The change process will deliver the implementation plan and work towards creating collaborative working where beneficial. This will be in two phases:



2.9 Governance structure diagram

The diagram below draws together the recommendations of the review, into a structure and organisational diagram, showing how the strategic governance will oversee the improvement workstreams and the immediate work required to review the 93 young people waiting for assessment:



3 Well-being and Health Implications

- 3.1 Emotional health and wellbeing of young people and young adults is a priority for our services. We are working with colleagues across the Clinical Commissioning Group, Health, Dorset Healthcare Trust, and other partners to strengthen our services for our most vulnerable young people and young adults.

4 Climate implications

- 4.1 No climate implications have been identified in this report.

5 Other Implications

- 5.1 No other implications have been identified but it is important to note that this work will continue to be shared across Adult and Children Services (including education)

6 Risk Assessment

- 6.1 Having considered the risks associated with this decision, the level of risk has been identified as: HIGH – consideration of financial strategic priorities, reputation, and responsibilities to meet statutory duties.

Residual Risk:

(Note: Where HIGH risks have been identified, these should be briefly summarised here, identifying the appropriate risk category, i.e. financial / strategic priorities / health and safety / reputation / criticality of service.)

7 Equalities Impact Assessment

- 7.1 EQIA is underway and will follow due process for approval, will be published when agreed.

8 Appendices

9 Background Papers

0-Settled Adulthood Jointly Commissioned Review 2021

Please do not delete the footnote.

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.

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Date of Report	July 2021
Officer / Author	Elizabeth Broadhurst 0-25 Social Care Advisor
Portfolio Holder (Has the Portfolio Holder been made aware of this topic?)	Cllr Andrew Parry
Subject of Report	to review current practice as part of the Transition to Adulthood Pathway to be known as 0-settled adulthood review
Purpose of Report	Decision

Birth to Settled Adulthood Review 2021

Jointly commissioned by Adult Social Care, Children and Education Services

1. Background

- 1.1. Children and Adult Services recognise that the current operating model to support young people through the transition to adulthood across Dorset has not been delivering the outstanding service that our community require. As part of the Strengthening Services and Adults Improvement Programme, it was agreed to jointly commission a review that will identify how;

services across People and Place are effectively supporting young people in their Preparation for Adulthood as required by the Special Educational Needs and Disability Code of Practice.

Adult services respond to ensure when they reach adulthood the ability to be able to access a range of opportunities that enable them to maximise their potential and independence.

This paper will scope, propose recommendations and develop a high-level implementation plan to embed sustained improvements.

- 1.2 Agreement to prioritise a key piece of improvement and co-production across Adult Social Care and Children Services to
- Reframe the agenda through identifying what problems we are trying to solve
 - Refresh the joint vision and priorities
 - Consider how we engage and test the approach
 - Ensure coproduction across young people, stakeholders and services
 - Identify the people and resources that need to be engaged
 - Identify and build on achievements
 - Maximise opportunities and align with other Strengthening Services workstreams
- 1.3 Dorset Council's (DC) vision is that 'it's the best place to grow-up' for its Children, Young People and Families;
- *Best start in life*; we want Dorset Children to have the Best Start in Life
 - *Young and Thriving*; we want Dorset children to become, happy successful adults
 - *Good Care Provision*; we want Dorset children to be safe and properly cared for
 - *Best Education for All*: we want Dorset children to have a great education and enjoy school
 - *Best Place to Live*; we want to make Dorset the best place to live and grow up
 - *Delivering Locally*; we want to serve Dorset children, young people and families as best we can.

Birth to Settled Adulthood Review 2021

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In addition DC's 'A better life; Adult Social Care, Housing Transformation Programme' continues the values and vision for the whole life journey throughout its 5 principles:

- *The Individual*: The individual should be at the heart of decision making and service design
- *Strengths*: Outcomes that build on people's strengths
- *Co-production*: When groups of young people influence the way that services are delivered
- *Best value*: Best financial value equally balanced with quality
- *Better for all*: We recognise that better means different things to different people/ organisations

- 1.4 These programmes set an intention for person centred, strengths-based work for Dorset residents.
- 1.5 Children's social workers have a duty to protect the children they support which can be restrictive in terms of preparing young people for adulthood if there is no protected resource to work alongside to enable, facilitate and guide the preparation for adulthood conversation. Young people with learning disabilities or SEN often require long term support from social care, education and potentially health services which can create a culture of dependency. They may have strong advocates in their families who have often had to fight to get the support required, and they may continue to fight for this support as they reach adulthood. That said there are opportunities to see the journey of the young person, with milestones and legislation forming part but not the whole.
- 1.6 In High Needs, decision making is often driven by processes and paperwork rather than outcomes, meaning that young people are not as well prepared for adulthood as they could be. In contrast, adult services have shifted focus on maximising independence and on encouraging individuals to make the most of their strengths, assets and community networks to improve outcomes and enable them to remain as independent as possible.
- 1.7 Best practice would support childhood through to adulthood, a pathway that approaches with a whole-life view, considering all life stages, likely support needs and opportunities to support longer term independence. Allowing those with the highest level of needs to be supported and engaged, the difference in culture between children's and adult services leads to many young people making the transition between services without having their independence maximised (impower 2020).

2.0 Legislation & Regulation

- 2.1 Since 2014 there have been many policy changes that affect the lives of young people with SEN, disabled young people and their families, and will impact on the range and quality of support available to them as they prepare for adulthood.
- 2.2 The Care Act 2014: Transition from childhood to adulthood, places a duty on Local Authorities to conduct transition assessments for children, children's carers and young carers where there is a likely need for care and support after the child in question turns 18 and a transition assessment would be of 'significant benefit' at a

Birth to Settled Adulthood Review 2021

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point in time. This is regardless of whether the child or individual currently receives any services.

- 2.3 The Education, Health and Care (EHC) plan introduced by the Children and Families Act 2014 aims to ensure that professionals work together to support children with special educational needs and that information is shared between them. This is a consistent theme in much of social care practice. The early identification of young people likely to need care and support as adults can effectively begin with:
- Monitoring Education, Health and Care plans
 - Thinking 'whole family'
 - Building relationships with young people and their families and with other professionals
- 2.4 The two pieces of legislation that will have the greatest influence on support for disabled young people preparing for adulthood are Part 3 of the Children and Families Act 2014, which focuses on Special Educational Needs and Disability, and Part 1 of the Care Act, which focuses on the care and support of adults with care and support needs. Legislation can be used to create positive outcomes for disabled young people.
- 2.5 Local authorities have duties under the Children Act 1989 as amended by the Children (Leaving Care) Act 2000 towards care leavers. Under Section 23 of the Leaving Care Act local authorities have duties to allocate a personal advisor and young people from 15 and ¾ must be provided with a pathway plan in preparation for adulthood. The pathway plan should consider the care leaver's need for support and assistance (which have already been identified in the previous assessments) and how best to meet these needs until the age of 21 (or longer if the young person is in education or training or requests an extension of support). Areas covered should include, accommodation, practical life skills including money management, education and training, employment, financial support, specific support needs, contingency plans for support if independent living breaks down.

3.0 Methodology

- 3.1 Desk top analysis of work conducted by the Transitions Steering Group established in 2020 but ceased during COVID. Data generated by both Children's & Adults Data & Analysis teams and Financial information from both directorates finance teams.
- 3.2 Interviews were conducted across Adult Social Care, Children Services & Education (approx. 46 senior officers, area and team managers and operational staff) and representatives from Dorset Parent Carer Council. Involving representatives from across Children's and Adults Commissioning, Children and Adults Social Care (Child Protection, Child in Need), Early Help, Education, Children with a Disability, SEN and Performance and Data Colleagues.
- 3.3 During each interview individuals were asked for the top 3 critical areas for improvement work, as well as their understanding of the definition of transitions.

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- 3.4 Research of other local authority operating models was undertaken. This ranged from how Mental Health Services were restructured to developing integrated teams and processes.

4. Case for change – Reasons for reviewing the status quo

- 4.1 Dorset Council has recognised the need to focus attention on Young People for some time. The past 4 years has seen a high level of change for the staff across Dorset, improvement work specifically aimed at the young people affected with SEN and improving transition to Adult Social Care
- 4.2 Young people who are likely to require an assessment for Transition to adult social care come from across a number of Children Services (with some never having had any support from CS but will be either direct referral or via health. The largest proportion of young people will come from either the Children with Disabilities (CWD) or Special Educational Needs (SEN) Officers within the Locality teams.
- 4.3 Both the SEN area inspection in 2017 and the Ofsted Children Services focused visit found challenges and issues with consistency of practice, requiring improvements to planning, strategy and recording. A recent peer review for Dorset on SEN and High Needs found the council provides a compelling vision for the future provision of SEN services and High Needs block. These are underpinned by aspirational strategies and an innovative integrated model of delivery. However, Dorset has a very significant challenge, requiring unrelenting monitoring and grip, to make these sustainable in the medium and longer term.

During the Local Area SEND Inspection families told Dorset that:

- They weren't provided with good information about preparing for adulthood
- The transitions assessment wasn't completed in good time
- The move to adult life was not well-planned

(Dorset Parent Carer Council survey for the Local Area SEND Inspection 2019)

- 4.4 In Local Authorities where the transitions pathway has a good Ofsted rating, Children Service's have taken the strategic leadership for transitional planning to adulthood, and strong co-production of plans. The Preparing for Adulthood (PFA) process must be in line with statutory requirements, most importantly the Children and Families Act 2014 and the young people with Education, Health and Social Care Plans and children receiving support from children's social care services and looked after children assessments, to help meet young people/s need when they move from childhood to adulthood. These frameworks present services with the opportunity to reframe its thinking around support provided to young people, in order that they can be as independent as possible when they reach adulthood.
- 4.5 Structurally within Adult Social Care sits the 'Transitions Team', comprising of 3 staff (Manager plus 2 Social Workers) working closely with Transitions Co-ordinator, employed in Adults' Commissioning Team, the Transitions Team do not casework, they complete Care Act assessments for those with 'likely needs' at the point of significant benefit. Assessing likely eligibility and information, advice

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and guidance. The team works as a gateway to specialist adult services such as Learning Disabilities, Mental Health and Physical Disabilities team.

People with learning disability have also told Dorset what is important:

- Making sure that young people and their families can get the right information
- Supporting access to advocacy services to help people speak up
- Making it easier for young people to move from children's to adult services
- Join up plans for children and young people with Special Educational Needs and Disabilities
- Do more to include support for young people when we think about planning and buying services.

(Learning Disability Partnership Board Big Plan Workshop 2020)

- 4.6 Strategically savings have been identified that are connected and are intrinsically linked to this workstream, for example Children Services have a £75k savings target for Direct Payments, which has recently been removed from the 2021/22 budget and therefore forms part of the overall £200k published savings required. The Children Services Transformation workstream is likely to have savings directly linked to Transitions but this is not yet confirmed.

5. Performance & Data

- 5.1 The Transitions Team are developing a data set and performance report (this is in the absence of any 'automated' reporting generated through Mosaic) that will be updated quarterly, this is a new development, but informative to draw conclusions included in this report. Across Adults & Children's (inc. Education) a plethora of spreadsheets and systems are used to track and monitor activities. It is not clear that the available data is used to its' full potential across the system to effectively support the customer journey, or to facilitate forward planning to develop and make best use of resources. Access to and support of officers across the system have enabled the information used for this part of the report.
- 5.2 Dorset Council currently supports 922 adults with a learning disability 172 (18%) of whom are aged 18-25. 143 young people (aged 14-18) were identified in 2020/21 as potentially requiring transition support from Children Services to Adult Social Care and support. Around 70-75% of young people transition have a learning disability as a main reason for support. 70-75% of YP who go on to receive a package of care from adults have LD. Referral numbers are roughly 50:50 MH and LD 5-10% of these younger people requiring significant amounts of support. Most people with very significant personal support needs will also require support from the health services.
- 5.3 Since 2019 the Transitions Team have received 273 referrals, of which 6% have were not involved with Children's Services or Education. 231 young people are currently in the transition's pathway across adult services, the Transitions Team are holding 55% (the transitions period is defined as activity carried out by adults from referral to the first care and support plan being implemented). 153 referrals were received between May 2020 and May 2021 (table 2). Adult Social Care undertake care act assessment at a point of significant benefit for young people

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with likely need for care and support in adulthood. This is care act statutory guidance. In total 78 young people are recorded as having a primary need of ASC. 4 of these were closed, 27 either have had an assessment and were handed over to CMHT's or were handed over to the CMHT to complete the assessment due to age.(e.g. late referrals) and 33 remain open to transitions, and either for review, in the process of assessment or are waiting for an assessment. The remaining 11 have no recorded pathway further work is required to understand the outcomes to those assessment).

- 5.4 On average the Transitions Team has consistently received 14-17 referrals for assessment a month which have been difficult to complete (and provide good quality information, advice and guidance) within the staffing resource, and so increasingly work is being pushed back out to Locality Teams and CMHTs. Issue with resources in the adult social care team, when transitioned from the Transition team not always capacity to work and support those young people and families
- 5.5 At present 93 Young People (as of June 1st 2021) are on the waiting list for an initial assessment, 4 are aged 17, 47 are 16 and 36 are 15 years old. Of those aged 16 and over their current annual costs average £67,284, primarily education costs (Transitions Team quarterly report 2021). 90% of young people waiting for an assessment are aged 15 & 16. Transitions team are being used to give additional resource to specialist Adult Social Care Teams (i.e. Mental Health and Phys Disabilities)

Transitions team referrals by source May 2020 - May 2021	
Health: GPs, CAMHS, SWIFTS, Psychology	12
Children Social care (Leaving Care, Early Help, LAC)	35
Children with Disability	43
Self-referrals	10
SEN teams	23
Education	2
Ansbury	18
Other, including YOS, You trust. BCP, ASC	10
total	153

- 5.6 Of the new referrals in the last 3 months, 14 were for 17-year (SEN 2, Ansbury 1, CSC-6, CWAD- 3, Self-referral1), they have all been prioritised and at the time of writing only 1 is outstanding. Data tells us that SEN tend to refer before young people are 17, and those over at 17 years old usually come from children's social care often these are LAC. Further work is required to track and analyse this data over a longer period of time, it could be due to lack of knowledge and that often the disability is not clear due to this group of young people having attachment disorder/ or adverse childhood experiences i.e. rather than a defined disability coupled with the panic planning as the young person approaches 18 and thinking about what next.
- 5.7 There are currently 16 high cost Young People who are currently waiting for assessment and are in receipt of packages within children social care / SEN where

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their placements are currently in excess of £50,000. This is a potential flag for complexity and possible higher costed packages. These Young People are required to have Transition Care and Support assessments as soon as possible to ensure timely and suitable planning for transitions.

Transitions Team March – May 2021 report	
Risks due to identified high cost placements or packages by age	
Age	number
14	1
15	3
16	10
17	2

5.8 There has been a shift in the identified primary need of young people in transition, with greater percentages identified year on year since 2018 as having a mental illness or a physical disability. 'Transitions' may primarily have been seen as a 'learning disability issue' and this data should encourage us to take stock and possibly provide greater focus to those young people who have a mental illness in particular

5.9 In addition, there are 400 children and young people waiting for specialist school placements under 16, a high proportion of this cohort will require future services from ASC. The highest number of referrals come from Children who are Disabled Team (CWAD), followed by Social Care (LAC) and then SEN. Following training and awareness there is potential for increased referrals from SEN particularly pre 16, but that currently the referrals to the Transitions Team would only look to increase their existing backlog of 93 cases (June 1st) and may not enable earlier identification or assessment.

6. Financial pressures.

6.1 As of November 2020, the total weekly cost for 172 young people aged 18-25 was £188,014. It is the case that the costs of this cohort are likely to increase since a number of these young people remain in education consequently a proportion of their costs are currently being funded by SEN through the high needs budget. Once these young people move out of education, costs for alternative provision may revert to Adult Services, if they remain eligible for social care. These young people do not represent high volume spend, but rather high individual spend. They also represent a long-term commitment in terms of spend, since most of these young people are likely to be in receipt of services of some description for life (so potentially 40 + years).

6.2 The dissemination and understanding of financial monitoring will be critical to the council's ability to reduce the deficit within its adopted model and measures on this are needed now to realise the council's ambition. In short, the council must more closely monitor today to take care of tomorrow. Although there is not a specific savings target identified for services who support transitions, aligning processes and earlier planning will enable greater efficiencies and improved budget management.

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- 6.3 Generally, in predicting demand for Adult Social Care, data around national and local trends are used to create a forecast that we can apply locally to inform commissioning and financial planning. As an authority, Dorset has detailed information about this cohort, often stretching back over an involvement with them that began in the first years of their life. In a report on PfA in 2018, Dorset conducted a complex piece of Business Analysis in relation to how it might identify children/ young people with disabilities who represent high costs. That work has not been repeated since. As of November 2020, young people aged 18-25 with a Learning Disability were costing the LA just under £10 million per annum (table 7).
- 6.4 Finance information pulled together from across Children Services and Education finance data as an indication of the investment for 77 young people aged 14-17, at an average of £81,387 per person (table 6). Breaking this down further the Children who are Disabled Team are currently supporting 18 young people with short-breaks at an annual cost of £497,167. Short-breaks have moved from internal to external placements. In addition, 6 young people known to the Early Help service are accessing additional funding for bespoke specialist support who do not meet the CWD criteria. It is currently not possible to identify what young person from the group of 77 could escalate to higher costs within Children's Services, Education or Adult Social Care. Further work will be required to look at the young people within this group to understand the potential for longer term support and or alternative pathways.

Young People aged 14-17 with placement costs across Children Services (June 1 st 2021) (source Children Services Finance)												
Age	CWD**				CWD/LAC			CWD/Direct Payments		SEN		total forecast spend (June 2021)
	total ind.	yearly short break forecast	total ind.	yearly 'other' forecast	total ind.	weekly average	yearly forecast	total ind.	Yearly forecast	total ind.	yearly forecast	
14	not avail by age		not avail by age		4	£609	£126,724	3	£8999	23	£1,145,488	£1,272,212
15					8	£1103	£8825	5	£32,876	17	£893,016	£901,941
16					7	£2961	£20,727	6	£53,195	27	£1,667,666	£1,688,393
17					7	£2993	£20,952	6	£35,604	29	£1,750,065	£1,771,017
unknown	18	£497,167	13	£136,131								£633,298
total investment												£6,266,861

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Number of Young People Aged 18 – 25 with a Learning Disability Requiring Care support and Care costs. Nov 2020				
Cost Band	Count	Weekly Cost	Annual Cost	% of total cost
0 - 99	23	£1,328	£69,033	0.7%
100 - 299	43	£7,809	£406,073	4.2%
300 - 499	25	£9,934	£516,552	5.3%
500 - 799	21	£13,054	£678,797	6.9%
800 - 999	6	£5,458	£283,814	2.9%
1000 - 2000	27	£36,736	£1,910,266	19.5%
2000 +	27	£113,696	£5,912,185	60.5%
Totals	172	£188,014	£9,776,719	100.0%

- 6.5 The Children who are Disabled Team staffing budget represents just over £1.5 million in resource (predicted overspend of 150k 2021/22).

Profit Center		Cost Element		Current Budget (2022)
101520	C&S CWAD South	100011	Pay Related Costs	293,200.00
101521	C&S CWAD West	100011	Pay Related Costs	369,900.00
101522	C&S CWAD Prevention	100011	Pay Related Costs	237,200.00
101523	C&S CWAD East	100011	Pay Related Costs	327,300.00
101524	C&S CWAD OT	100011	Pay Related Costs	276,100.00
				1,503,700.00

- 6.6 For adults' services, based on the package split between 18 – 25 and 25+ the proportion of LD/MH staffing equates to 8.01fte at an annual cost of £380,240. This is a proportion of all staffing posts and for clarity, is not dedicated staff so outside the scope of any “dedicated” team for 18-25 currently.

7. Findings from stakeholder interviews

- 7.1 The series of interviews not only focused on the internal challenges of what is the transitions offer for Dorset Young People for Dorset Council staff, but also the wider vision of supporting children as they move towards adulthood (beyond requirements for statutory support). Professionals use the description of transitions as a catch all phrase to describe the pathway to Adult Services, however not all young people that require support/ intervention from Children's Services go on to require it from Adults, conversely a few Young People have never been known to Children Services but go on to need support from Adults.
- 7.2 Longer term aims across the partnership are around seeing a rite of passage from Childhood to Adulthood with services maybe being part of this as and when appropriate but primarily redefining the journey to be around the person's life not service offer. Practice suggests that many young people who come to the attention of adult social care at or post -18 are already known to children's services by virtue

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of social care and/or special educational need. Best practice would support a childhood through to adulthood pathway considering all life stages, likely support needs and opportunities to support longer term independence.

- 7.3 Ongoing work is needed to develop the role of schools, and other education settings (including Dorset Education staff) with greater emphasis on how the Preparing for Adulthood agenda and the education curriculum is woven through “all plans”, work with educational settings and professionals across the education services.
- 7.4 Primarily across both Children and Adult Services representatives discussed the need for collaboration and a vision that helped to articulate the journey of childhood to adulthood, not just for those requiring longer term support from services. Activity led by Dorset has been very stop start, stakeholders are very frustrated and whilst there is understanding about the challenges of capacity, there continues to be energy and commitment to be involved with Dorset bringing momentum, pace and clarity to what is the offer as young people move towards adulthood.
- 7.5 There is confusion across both Children Social Care & Education and Adult Social Care as to what a good operating model for Transitions would look like, what it can deliver, should it be modelled as a 0-25 or a 14-25 service and which directorate is best placed for it to sit within. All models have risk and without a clearly defined offer, Young People could experience inconsistencies and challenge.

‘the issue of extending the age of our service from 0-18 to 0-25 means that I would work with that child for a really long time...it has to come to an end sometime so what difference would up to 25 make? How would we accommodate the legislation alongside a service age range change?’
stakeholder A 2021

- 7.6 The definition of transitions varied, as did the age of which a young person should be identified for a referral to the Transitions team for a Care Act assessment. With representatives citing anything from 14 through to 17 and a half. Since the Transitions team was formed (2018) there has been a year on year increase in young people being identified earlier for the assessments (table 1), however as of the 1st June there were 93 young people aged 13-17 requiring assessment. With the current team capacity, the time that it takes to complete an assessment (around 6-8 assessments are finalised per month) allowing for those waiting and no further cases it would take 13 months to clear the current waiting list.

‘I have made some good contacts with the Adult Transitions Team, who are really helpful, but they don’t work with the family or young person. Families are very anxious when I can’t describe to them what may happen next – I don’t know what might happen next’
Stakeholder B 2021

‘how do we enable the transitions team to be more than an assessment ‘hub’ it is confusing calling them a team.... when they don’t do case work’ Stakeholder D 2021

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Dorset 'Transition Team' referrals for Care Act Assessment by year			
Year	2019	2020	2021 (1 st June)
total number	172	143	50

- 7.7 Without exception feedback focused on the requirement to start the process much earlier to gain the right skills needed for independence, champion increased independence, enabling young people to live, work and be active contributors in their community, making the best use of their own and other available resources and community resilience. Promotion of a person-centred support and outcome focused practices, using strengths-based principles and language, promoting choice and control with shared responsibility and community resilience.

'I want to start seeing this as less about the services and more about the right time for our young people, how could we work towards transition at the end of their education setting or when they are 'settled', transitions at 18 is fraught with worry and uncertainty, so much change all at the same time. We are just moving the problem between services, passing the baton rather than thinking about the individual and their family' Stakeholder F 2021

- 7.8 There is a shared lack of understanding of each Directorates role when working with Young People, with professionals from Children's feeling they could not represent the 'offer' from Adults without understanding the Care Act, and representatives from Adult Social Care feeling that Children Services gave too much support or too bigger care packages with little or no preparation for what adulthood may look like.

'I have never been trained on how to talk to a parent or young person on what to expect as they enter adulthood or adult services, currently this is their (ASC) responsibility I would need support to do so' Stakeholder C 2021

'colleagues in CS do not prepare young people for coming to our services, they are so very different and for this reason we are setting people up to fail' Stakeholder E 2021

'CS work to prevent risk, safeguard and work with the family, Adults well they focus on the person – it causes a lot of confusion, is there a way that we could enable a strengths based shared conversation for those approaching this time, its not just the young people that experience this change' Stakeholder G 2021

- 7.9 Although there are case studies to evidence improvement in practice, they are outweighed by the systematic failure of the transition journey for a number of young people, where they have not been part of a good journey to adulthood. Stakeholders gave examples and evidenced how this can lead to high cost support. One example was given of a Young Person who if earlier support had been given to them and their family may have not required high cost support from Adult Social Care post 18. When discussing with other LA's their approach to Transition those who were more progressed on their improvement journey were offering access to Transitions Officers, specialists based within Children Services who linked closely to the Adults Transitions Team, to work with and alongside families, young people and professionals to prepare for adulthood. Those LAs

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- where they are developed with a 0-25 service offered a wraparound 'early help package' from 14. Working through worries, challenges and helping young people and families to explore the options for adulthood, using different approaches including SEN Annual Reviews, Joint Plans, CYP referrals to Early Help, Specialist Transition Coordinators and Intensive Family Support. No data was available at the time of writing this report from the LAs but they have welcomed the opportunity to share practice and develop learning.
- 7.10 Feedback from Young People, families and stakeholders that focus on communication with families, moving away from the education only focus, and towards the four Preparing for Adulthood pathways, ensuring that the Young Persons voice is centre with personalised planning and a firm understanding of lifelong learning. Extensive work was undertaken to redesign and model the pathways but there is no evidence or understanding across the service that completed or signed off.
- 7.11 Whilst there has been an improvement with the Transition journey specifically between the Children with Disabilities Team and Transitions team, the interviews highlighted the need for training on the Care Act and for SEN staff on Transitions, and how the Preparing for Adulthood outcomes can be reflected within the EHCP, how it is shared, and or built in to care plans. Currently silo working, challenges around practice, recording and understanding of the processes.?? There is a huge risk in doing this without increasing capacity or revising the model for Transitions.
- 7.12 During interviews officers acknowledged that the lack of a clearly defined offer for Children and young people with additional needs- the lack of a defined graduated response, alongside the need for improved collaborative working partnerships with schools, providers, stakeholders, young people and families have resulted in many families seeking the safety and reassurance of an EHCP, to provide the security of provision. Feedback from parents and carers is that coupled with great anxiety, confusion and uncertainty as one moves from familiar through to new services and the 'unknown'. their worry that the only way to secure good future planning is to 'hold on to and secure a SEN plan and assessment'.
- 7.13 Historically Dorset had a Transitions Steering Group, this group chaired jointly between Adults and Children Social Care disbanded in 2020, due to a lack of clarity, governance and strategic buy-in. Education has a Multi-Agency Resource Panel to discuss and agree packages for complex high cost children and young people, this is a recent group and has a terms of reference this group was not fully formed when the Transitions Steering Group ceased, they have / had very different purposes. The steering group was strategic rather than operational. Stakeholders shared that there is a need for a joint forum to discuss complex cases and agree the overall approach around transitions in addition to MARP but for those complex cases they can be escalated to MARP when appropriate.
- 7.14 The use of systems (MOSAIC/ Synergy) and the ability to report on monthly and quarterly activity is different by each team and service area with silo operating and a lack of resources and or development of systems to enable a 'single view of a young person' a number of spreadsheets are in use across, finance, adults, children social care and education. This area has recently been identified as part of the Business Intelligence improvement work. Although this is in its early stages

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a working group has started working and has been fully engaged in the production of the data for this report.

- 7.15 The NHS are also developing systems for transition between Children's and Adult's services for young people with long term conditions. Challenges around the transition space is not isolated to Dorset Council, Integrated Care pathway, colleagues from the CCG and across the wider health platform are also looking to understand how to align and work closer. For example, work is underway to develop an improved Autism Pathway. This work is in its infancy but is a welcome opportunity for all stakeholders.
- 7.16 The Commissioning-led Transitions 'Towards Adulthood' Pathway, whilst helpful, has remained very high-level. It has lacked sufficient detail to provide clarity about the role and responsibility of individuals, teams and agency.



Towards Adulthood
Pathway Model_June 2

Subsequent attempts to provide detail behind this high-level pathway have been thwarted, probably primarily due to a lack of clear strategy and governance, and the absence of an agreed workplan across partners.

Consequently, we have not been able to provide internal and external stakeholders, and – critically – users, with clarity about what our Transitions offer is in a strengths-based manner. This has caused uncertainty and has contributed to a lack of information about preparing for adulthood information being published on the Dorset website / The Local Offer.

- 7.16 There are multiple hand-offs; children's team → transitions team → adult team. This may result in poor customer experience and lack of ownership by one worker, team or service.
- 7.17 There is an inability of Localities / CMHTs to ringfence practitioner's time for transitions and prioritise incoming transition planning work alongside existing complex / urgent casework
- 7.18 The Care Leavers Service are finding that young people and young adults are not prepared for a settled adulthood within their foster care placement, and there is a low level of 'staying put' take up. Young people entering the Care Leavers service are turning 18 and are struggling with mental health. Referrals to the Transitions team from the Care Leavers Service have increased, which has led to discussions around whether the Care Leavers Service understand Care Act criteria for assessment.

8. Emergent themes

- 8.1 Findings from the stakeholder interviews grouped in to 6 key themes are detailed in the table below.

Theme	Description
1. <i>Digital Journey:</i>	CS, E and ASC services have a reliance on excel spreadsheets which have been developed and cultivated over the past few years to give them an accurate picture

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<ul style="list-style-type: none"> - <i>how Dorset record the journey from childhood to adulthood</i> - <i>One Plan One Story</i> 	<p>of their service, case load, and costs (PBs, CHC funding, referrals, unmet need and outcome of last review). The Transitions team are liaising with services to pull together a view of a young person internally (primarily using Mosaic), and then record on a spreadsheet with information from Synergy. The intention is to access Health systems and draw that information too.</p> <p>Gaps in data: Whilst there is a wealth of information held by teams on spreadsheets, as well as recorded on MOSAIC and Synergy it is really difficult to ascertain the data relating to transitions, we don't know if the data is good enough, or if there are challenges in terms of recording or quality. Whilst it is difficult it is not impossible but will take time. One of the top barriers with any transformation work across DC is where services are unable to report on themselves due to lack of monitoring data.</p> <p>Families have told us that with each service comes a new plan, different legislation and regulation. That they want to be more involved with one plan, one plan that has different elements i.e. CP, EHCP but that the core is 'one' that is owned by young person and individual. Opportunities post Covid bring innovation and development possibilities around the use of technology and apps to make this a possibility.</p>
<p>2. <i>Childhood to Adulthood pathway: a vision for Dorset</i></p>	<p>Stakeholders discussed the lack of policy; vision & ambition resulting in a lack of clarity around approach and direction across the partnership. The Local Authority is looked to as the place to set the structure and foundations for preparing children as they move to adulthood. DC has understood there is a need for increased focus on young adults for some time. More can and needs to be done to achieve better outcomes for these individuals and ensure that the financial pressure is managed in the right way.</p> <p>Young people accessing support through CS & E – those with learning disabilities and/or SEND – may transition to AS and we need to prepare for this. Whilst the problem above is understood, the solution is trickier. Close work across the directorates from a strategic level need to drive this change, increasing focus and understanding of responsibilities.</p> <p>Across the country a variety of transitions services are used to prepare young people (aged 14 upwards) for adulthood, however they struggle to manage the fundamental differences in culture and practice between CS, E & ASC.</p> <p>In High Needs, decision making is often driven by processes and paperwork rather than outcomes, meaning that young people are not as well prepared for adulthood as they could be.</p> <p>In contrast, adult services have shifted to focus on maximising independence and on encouraging individuals to make the most of their strengths, assets and community networks to improve outcomes and enable them to remain as independent as possible.</p>
<p>3. <i>What is the operating model for Dorset? Who is responsible for any dedicated resource and what opportunities are there around resources and pooled budgets?</i></p>	<p>There is confusion across both CS,E & ASC around what should an operating model look like, what the current Transitions Team is able to deliver and how alignment/ seamless delivery of services could be achieved when taking in to consideration legislation, need and service delivery.</p> <p>Stakeholders talked about the value and opportunities with Integrated working, and wanting to develop a model that worked through the challenges of each specific team focus (i.e. legislation) and working to support individuals and whole life support. No one clear vision as to where the service should sit, although</p>

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	<p>professionals felt that a 0-25 service may be possibly easier to manage situated within Children Services. The overwhelming view was that the team structural situation is less important than the model of delivery.</p> <p>Whilst Transitions remains responsibility across Children and Adults, there is a small dedicated Transitions Team situated in adult services. The team does not deliver direct work but completes Care Act Assessments for those with likely needs at point of 'significant benefit'. The team has good links with commissioning colleagues and has established processes in place to track young people with likely need, maintaining data sets for service planning and commissioning activity. The team describes a 'push and pull' approach to identifying young people for referral following assessment to the mental health or Learning Disabilities service.</p> <p>Until recently there was a Transitions Steering group, which struggled to get consistency of attendance due to high turnover of staff, the partnership struggled to focus on the 'offer', what it is, what are the opportunities. The lack of clear vision hindered delivery to vulnerable young people. The challenge is historic and results in circular discussions, a revolving door as opposed to the single front door. The fundamental challenge being that people are not being prepared for the transition to adults or for 'independent living' people are being lost, there are less services available for adults.</p> <p>Strategically there is a lack of clear governance arrangements and strategic direction for Preparation for Adulthood.</p> <p>Leaving care – recent changes to practice around joint working 1-2 years prior to entering LC service, a lot of energy around this practice change 60% of care leavers have an EHCP</p>
<p>4. Budget</p>	<p>It was suggested that looking at current costs early on for this cohort would offer a broad indication of likely needs/complexity and suggest individual cases where effort should be invested – with of course the caveat that high costs will not always indicate high needs in an individual, but instead may reflect specific complexity in their overall situation.</p> <p>Financial information relating to young people who are entering adult services at 18 also contains the financial information for costs in CS and ASC. This is held on a tracker which is monitored and updated by the Transitions Team. Note that the costings relate to internal to DC costs not wider costs such as health, mental health services etc.</p> <p>Information about children/ young people is held on a number of different systems: information relating to SEN provision Synergy; SEN transport costs is held on Trapeze; social care costs for children/young people is held MOSAIC information relating to children/young people known to CAHMS is held on a separate system.</p> <p>The importance of being able to access a "total cost of the child" figure is recognised but further work is required to align costings/details for all placements></p> <p>Data is currently held across paper and electronic systems in a way that is not organised/uniform and the electronic system is recognised as being poorly populated. Accurate data on this has been outstanding since first requested in November 2015, despite the escalation of requests. Plans have been ongoing to move from a paper system since October 2015.</p>

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	<p>Strategically both directorates have budget savings linked to improvement work of which the transitions workstream is a part of.</p>
<p>5. What is Dorset's Joint Commissioning Strategy</p>	<p>Lack of preparation for adulthood can result in too many young people who require purpose built/ adapted independent living accommodation are finding the planning starts too late and its not ready on time. Limited joint commissioning is taking place internally (as well as with health) with a requirement for a joint commissioning strategic response.</p> <p>The existing transitions protocol is out of date, was not signed off, across both CS, E & ASC there is inconsistency around roles and responsibilities. With multiple handoffs within the local authority; children's team – transitions team-adults team. This can result in a poor experience towards adulthood, and from a service perspective can result in a lack of ownership by one worker, team or service.</p> <p>The CCGs CHC transitions procedure is not well-aligned to the Local Authorities pathway, there are new opportunities to approach and address this with the New Dorset Integrated Care System, but in order for the LA to become an equal partner it needs to understand its internal offer.</p> <p>generally officers felt that commissioning could happen earlier with earlier access to data and resources, allowing the opportunity to work to support independent living and access to opportunities earlier.</p> <p><i>Adults Commissioning, Children's Commissioning and the Integrated Care Pathway all present an opportunity for a joint commissioning strategy towards a whole life service?</i></p> <p>What are the model possibilities – integrated working – looked at Wiltshire etc</p>

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9. What other authorities do

9.1 Nationwide each LA operates its transitions model those with the 0-25 integrated pathway have approached this as a staged improvement journey. Moving from a traditional 18+ transitions team model, to one that offers joint case work 'coaching' Children Services and Education colleagues , a sample of statistical neighbours contacted shows

Statistical neighbours	Situation of team	team size	summary	Website
Devon	Adult Social care	Countywide 7 SW 2 OTs and business support.	<p>PfA is an Adult Social care Team, the PfA team engage from academic year 10 – 18 when they transition to adult services.</p> <p>about to relaunch resources and website.</p> <p>Case work alongside Children's Teams & SEN. Will complete a CSA early on and determine likely eligible or not likely eligible. If likely eligible will follow through and at 16 will up interventions working with independence tool kit.</p> <p>Reaching for Independence Service (ACS) engage @17. To facilitate as much independence as possible from 18 onwards.</p> <p>Web-based referral process & escalation process for complex stuck cases. Will casework for those as and when appropriate.</p> <p>SEND team is 0-25, operate to the principles of 0-25 across the services even within team specifics.</p> <p>Average 1 week to complete CS Assessment with around 150-200 per year group.</p>	Preparing for Adulthood update - Education and Families (devon.gov.uk)

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<p>South Gloucester</p>	<p>0-25 Integrated Service</p>	<p>waiting for information</p>	<p>The team sits within Integrated Children’s Services in the 0-25 social care service, consisting of a 0-18 disability team and an adults’ team 18-25 with a smaller Occupational Therapy Service covering the teams within the 0-25 social care service</p> <p>PfA is staffed by non-social workers, who will attend ECHP review with SEND colleagues and offer advice to young people (normally at Y9) and their families particularly if not open to social care. they may do a Transition Assessment similar to that of the (form of Early Help) social workers, and will aid those open to social care or otherwise to access things such as travel training, work experience or apprenticeships, find social opportunities or support them looking into colleges. their remit is really to encourage independence and use of the local offer. They work with YP aged 14 – 25.</p> <p>The rest of the service consists of a children’s social care team, an adult social care team and children’s OT. All 4 strands sit within our children’s’ services under 0-25 Social care service manager. Most young people transfer from children’s to adults at 18 , but for those open the CA assessments start prior to ensure they don’t fall off the cliff. Currently reviewing to start looking and considering cases moving at 16 so that families aren’t faced with all the changes in one go. In addition reviewing the transitions assessment by children’s social workers from 15 to 14 with a slightly different approach.</p>	<p>Preparing for adulthood team South Gloucestershire (southglos.gov.uk)</p> <p>07712506782 Email: lorraine.lawson@southglos.gov.uk</p>
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North Somerset	Adult Social care	no response so far	limited information on the website relating to the Transitions offer	Adult Transition team North Somerset Online Directory (n-somerset.gov.uk)
Gloucestershire	Adult Social Care	no response to enquiries	limited information on the website relating to the Transitions offer	The Gloucestershire Multi Agency Transitions Pathway - Gloucestershire County Council
Worcestershire	Adult Social Care		The Young Adults Team work with 16-25 year old young people who have additional needs and require support to plan and co-ordinate their transition to adulthood. This is known as Transition Planning.	My journey into adulthood (SEND Local Offer) Worcestershire County Council

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10.0 Draft Recommendations and next steps

- Recommendation 1 – Deliver a Change Process (Hearts & minds)

- Undergo a Preparation for Adulthood change process delivering 7 suggested workstreams each led by a Head of Service ensuring cross sectional membership from all stakeholders and coproduction. The change process will deliver the implementation plan and work towards creating collaborative working where beneficial.

Workstream 1: Governance

- Establish a Strategic Transitions Board with an independent chair, Board membership to include Director for Adult Social Care and Children Services Director, CHOS, Health and Voluntary Sector representation. Including Parent Carer Council (ensuring the connectivity with the Education for All Board, Health and Wellbeing Board & Strengthening Services)
- To provide strategic governance and management of the improvement journey through the delivery of the implementation plan developed on the findings in the May 2021 review of Transitions.

Workstream 2: Vision and policy

- What does it mean for Dorset's Children, Young People & families
- Bringing to life the reality that this is not about services but about young people moving to adulthood and what are their opportunities
- Be ambitious for our residents and drive improvement to the lived experience
- What is the transitions vision across the multi-agency partnership
- How can Dorset Council create a platform of opportunities and innovation through this vision
- To provide strategic connections across systems and organisations
- A need to develop a culture and processes setting the ambition to support people to develop Skills, to gain employment and or Volunteering opportunities.

Workstream 3: Finance

- Understanding future demand
- Modelling savings against targets
- Keeping an overview and clear line of sight on spend

Workstream 4: Resource

Phase one

- Establish a Transitions Panel (chaired by CHOS) operational focus as an interim measure with clear terms of reference (particular regard to legislation for Children's services and Adults)

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- Sitting alongside the Education Multi Agency Panel (as dispute resolution if required) to discuss, monitor and manage referrals to transitions (future recommendation to review panels as potential to streamline)
- Agree packages of care
- Identify blockers to escalate to the Transitions Board
- Monitor the transitions tracker and developed dashboard
- To develop a case work model on the high need young people as a joint approach with Children services and / or Children Services to explore Transitions Co-workers to be attached to each CWAD team to facilitate conversations at annual reviews and when young people reach year 10
- To develop an approach to engage with services outside CWAD i.e. CAMHS, LAC, SEN
- Ensure timely completion of assessments
- Develop a definition of high cost, and risk indicators to enable earlier identification

Phase two

- To consider next steps with regards to the operational resources and delivery model
- Develop a full options paper further for strategic consideration at the Transitions Strategic Board which considers:
 - Future aspirations
 - Models of delivery i.e. 0-25 model
 - Demand management modelling
 - Training across all services in transitions, Care Support assessments, children's and adult's legislation etc

Workstream 5: Business Intelligence

- Using a transition tracker of all young people with a trajectory to adult services, including financial information
- Improvements to recording and reporting making better use of the MOSAIC and Synergy system
- Developing KPIs for reporting
- Introducing triggers for caseworkers i.e. transitions questions on MOSAIC at CP conference etc
- Learning from quality and audit reviews of EHCPs

Workstream 6: Commissioning

- To develop a commissioning plan that works to understand the future demand, current demand and opportunities for provision
- The accommodation offer needs to include a wider set of housing options, e.g. increase people in tenancies through general housing and work to promote independent living

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- Commissioning role to be developed within the Transitions Panel

Workstream 7: Pathway mapping

- what is the experience and journey of a young person across the multi-agency partnership?
- Fundamental misunderstanding of how EHCPs can enable a smooth transition to adult life, what are the gaps and what are the opportunities with cultural change
- What gaps are emergent
- How can systems and processes be aligned better
- Support the work with Children's to influence education so that clear targets and goals are set for people in childhood that will equip them for adulthood and independence

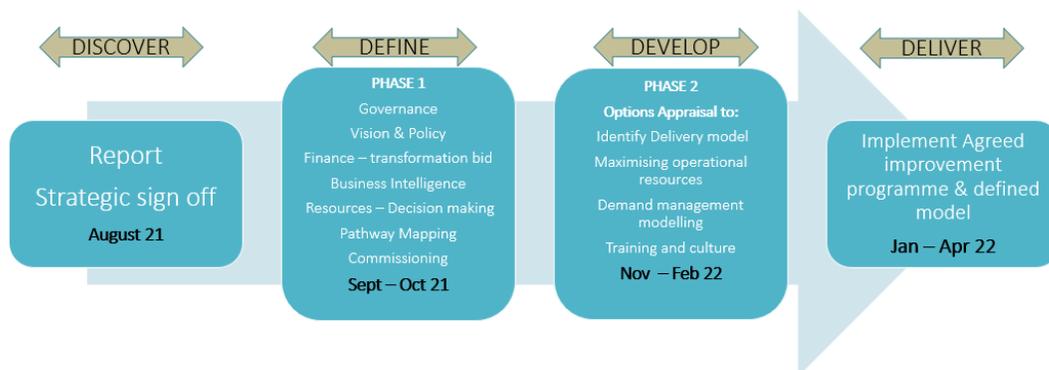
Recommendation 2 - priority action with immediate activity

- To approach backlog of 93 assessments outstanding and target the additional 77 Young people identified via the finance work to look at early help planning
- To review capacity within Adult Social Care and understand the risks of not ringfencing capacity for work with young people.

Recommendation 2 - priority action

- To approach backlog of 93 assessments outstanding and target the additional 77 Young people identified via the finance work to look at early help planning
- To review capacity within Adult Social Care and understand the risks of not ringfencing capacity for work with young people.

Visual timeline



APPENDIX 3 – Detail on operating models in other authorities

North Yorkshire

Bath & North East Somerset

Devon – (statistical neighbour)

Gloucestershire County Council (statistical neighbour)

South Gloucestershire

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People and Health Overview Committee 2 September 2021 Strategy relating to Children missing out on education

For Review and Consultation

Portfolio Holder: Cllr A Parry, Children, Education, Skills and Early Help

Local Councillor(s): All

Executive Director: T Leavy, Executive Director of People - Children

Report Author: Vik Verma

Title: Corporate Director for Education and Learning

Email: vik.verma@dorsetcouncil.gov.uk

Report Status: Public

Recommendation:

The People and Health Overview Committee are asked to consider the development of Children's Services work around Children Missing Out On Education (CMOOE) and to provide feedback on the priorities, actions taken and proposed next steps to enable the development of this work.

Reason for Recommendation:

Under current legislation and statutory guidance, the council is responsible for:

- Ensuring children of compulsory school age receive suitable education in school or otherwise.
- Identifying children who are not registered at school and who are not receiving suitable education otherwise.
- Requiring parents to satisfy the council that a child is receiving suitable education.
- Arranging provision for children who have been excluded permanently, on the sixth day of exclusion.
- Keeping children safe and co-operating with other agencies to do so

Dorset Council is further committed to early intervention work to address issues around a broader cohort of children missing out on education.

1. Executive Summary

- 1.1 The strategic direction that Children's Services has taken in relation to Children Missing Out On Education (CMOOE) falls into three areas:
- a) Raise the profile of children missing formal full-time education with our schools and wider partners
 - b) Strengthen the systems for gathering and sharing information to enable each child to access suitable educational provision
 - c) Further strengthen our line of sight on children who are electively home educated to ensure that their education is suitable and safe
- 1.2 This report provides information on the policies and strategies Children's Services has enacted within these three areas, the impact this has had, and the planned next steps to further support our children.

2. Introduction and Background

- 2.1 The statutory definition for Children Missing Education states that:

“Children missing education are children of compulsory school age who are not registered pupils at a school and are not receiving suitable education otherwise than at a school.” (Children Missing Education Guidance, Department for Education, 2016).

- 2.2 One of the conclusions of research for the Local Government Association by ISOS Partnership in December 2019 is that this relatively narrow definition risks some significant blind-spots in our national understanding of the cohort of children missing education. The findings of the research proposed a wider definition of children missing education, to include “any child of statutory school age who is missing out on a formal¹, full-time education².”

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- 2.3 To define “formal”, the research proposed that this would fall into a definition of education that is “well-structured, contains significant taught input, pursues learning goals that are appropriate to a child or young person’s age and ability, and which supports them to access their next stage in education, learning or employment”.
- To define “full-time” the research proposed to mean “an education for at least 18 hours per week”.

- 2.4 Dorset Council's use of the term 'Children Missing Out On Education' (CMOOE) fits with this broader definition to ensure all children missing education are monitored and supported to be educated in suitable educational provision.
- 2.5 Nationally, children missing education do not form a homogenous group and are not always easy to identify. Research has suggested that there are multiple routes whereby children may end up missing out on a formal full-time education, and different destinations where these children may be found. These include a variety of both formal and informal education settings, at home receiving different forms of educational input or none at all, in employment or simply unknown to those providing services in the community.
- 2.6 National evidence and research points towards an increase nationally in the numbers of children who are missing out on education, which has increased further through the impact of Covid-19. There is not a single factor that explains the growth we have seen in children who are not receiving suitable, formal, full-time education. Instead, the evidence suggests that it is a combination of three sets of factors that, taken together, have given rise to this trend.

These are:

- the changing nature of the needs and experiences that children are bringing into school
- pressures and incentives on schools' capacity to meet those needs
- the capacity of the system to ensure appropriate oversight of decisions taken regarding children's entry to and exit from schools.

Furthermore, we know the impact on Covid-19 on children and their families created heightened anxieties and new learning needs which may otherwise have not been present.

3. Strategic Direction

- 3.1 Dorset Council has taken a proactive and assertive stance to ensuring every child is receiving a suitable education given the national and local context and as part of its drive toward a more inclusive educational system.

- 3.2 The strategic direction that Children's Services has taken in relation to Children Missing Out On Education (CMOOE) falls into three areas:
- a) Raise the profile of children missing formal full-time education with our schools and partners
 - b) Strengthen the systems for gathering and sharing information across agencies to enable each child to access suitable educational provision
 - c) Further strengthen our line of sight on children who are electively home educated to ensure that their education is safe and suitable
- 3.3 The council produced guidance for schools on CMOOE setting out our statutory duties and ways we can work together to identify concerns early and intervene to reduce the number of children missing out on education. This will be further refined based on our experience from the last academic year through Covid-19 and will be built on best practice case studies we have undertaken to proactively support children and their families. Further information briefings and guidance are scheduled for our school leaders for Autumn 2021.
- 3.4 Information about CMOOE and the steps taken to ensure our children are in suitable education is being reported routinely at key Children's Services performance meetings which take place monthly to coordinate our activities through our service locality model.

3.5 **Using our data to drive inclusion**

- 3.5.1 The Council set up a business intelligence process for the collection of data from schools to strengthen its business intelligence, which includes data on:
- Children Missing Education
 - Fixed term exclusions
 - Permanent exclusions
 - Part time timetables
 - Alternative provision
 - Managed moves
 - Elective Home Education
- 3.5.2 From Autumn 2021, this will move to an automated submission as at present this system relies on schools providing the information manually, which has proved challenging this year. The information collected is mapped against other information about the child in relation to any Special

Educational Needs and Disabilities (SEND) data the council may hold and information relating to any Social Care Service involvement. This has enabled the council to identify children who are potentially more vulnerable and deliver multi-agency support. Inclusion Leads in each locality work with the school in question where there are concerns about a child, to re-engage the child in full time education through interventions and strategies; this has meant that for example, the locality teams have been able to support early to ensure that children with vulnerabilities with repeat fixed term exclusions who are at risk of permanent exclusion have not been permanently excluded.

- 3.5.3 The use of business intelligence to target our work into key cohorts of children has enabled practitioners and leaders to monitor the impact of their work more easily.

3.6 The role of the Virtual School

- 3.6.1 In June 2021, the Department for Education announced an extension to the role of the Virtual School Head Teacher to incorporate strategic oversight of the education of children with a social worker.

- 3.6.2 The new non-statutory duty will strengthen our existing work with early years settings, schools, colleges and social care teams to create a culture of high aspirations that can help all children supported by a social worker to make educational progress.

This means that they will help to:

- make visible the disadvantages that children with a social worker can experience, enhancing partnerships between education settings and local authorities to help all agencies hold high aspirations for these children
- promote practice that supports children's engagement in education, recognising that attending an education setting can be an important factor in helping to keep children safe from harm
- level up children's outcomes and narrow the attainment gap so every child can reach their potential. This will include helping to make sure that children with a social worker benefit from support to recover from the impact of COVID-19.

3.6.3 In the council's current service model, the Principal Teacher role already incorporates the Virtual School and also CMOOE portfolios and therefore this will enable a natural development and further strengthening of the work already taking place to meet our new duty.

3.7 CMOOE Board and oversight

3.7.1 There were 438 children were referred as CMOOE during the 2020/21 academic year. Children's cases are reviewed with oversight and monitoring from the CMOOE Board and Director of Education and Learning Education.

3.7.2 The CMOOE Board is Chaired by the Director of Education and Learning Education and Principal Teacher and attended by the Locality Inclusion Officers, SEND team members, Youth Offending Services members, and Social Workers (where appropriate) who provide updates on progress. From the Autumn 2021 term, the CAHMS service will also be represented.

3.7.3 Suitable education has been secured for 382 children this academic year. The remaining 56 children will continue to be monitored throughout the Summer and with interventions continuing in the 2021/22 Autumn term to find suitable provision.

3.7.4 There has been a downward trend in permanent exclusions owing to the interventions teams have supported schools with over the past three years. The work this year that Inclusion Leads have done to identify children at risk of permanent exclusion and step in early to support the school and family has been a key reason for the significant decrease.

Academic year	Fixed Term Exclusions	Permanent Exclusions
2018/19	3,047	102
2019/20	2,105	69
2020/21	2,063	33

3.7.5 The breakdown of both permanent and fixed term exclusions is provided below. This indicates a pattern of greater numbers of exclusions in higher year groups, predominantly in years 9 and 10 which follows national patterns.

3.7.6 It should also be noted that the council does raise concerns when children of Primary age are being excluded, in particular at Key Stage 1, which can change life outcomes for our youngest children, with our school and academy trust leaders. There was one occurrence of permanent exclusion of a Key Stage 1 child in the last academic year, which took place at an academy, which falls outside of the governance of the council. The council has taken an assertive approach and will continue work in partnership with schools ensure no children of Primary Age are permanently excluded in the 2021/22 academic year.

3.7.7 The information below also indicates that there is under-use of managed moves, which, when done well can give a fresh start to a child and their family without the need for a permanent exclusion.

3.7.8 Inclusion Partnership Meetings in each locality are being held termly, with the aim of further reducing the number of permanent exclusions by working collaboratively with school leaders. This approach means Headteachers can raise requests for support and receive it responsively and locally. Headteachers in all localities were consulted and agreed that these would be a positive step to working together, regardless of whether they are maintained or academies.

3.7.9 The Inclusion Partnership meetings with school leaders will help to address exclusions in the new academic year.

Exclusions 2020/2021 (to 05/07/2021)						
	Count			% of total		
Year Group	Fixed term exclusions	Managed moves	Permanent exclusions	Fixed term exclusions	Managed moves	Permanent exclusions
Reception	18	1	1	1%	5%	3%
1	28	1		1%	5%	0%
2	41	2		2%	11%	0%
3	42	2		2%	11%	0%
4	58	2		3%	11%	0%

5	46	2		2%	11%	0%
6	77	3	1	4%	16%	3%
7	226		2	11%	0%	6%
8	351	1	7	17%	5%	21%
9	409	2	3	20%	11%	9%
10	462	2	14	22%	11%	42%
11	305	1	5	15%	5%	15%
Total	2063	19	33			

3.8 Attachment and trauma training

3.8.1 A relational practice group has worked with 30 schools this year, led by the Educational Psychology Service. The Virtual School commissioned a provider to deliver attachment and trauma training to schools from 2018 – 2020 and to be included as part of National Evaluation. Training is now being offered by school link Educational Psychologists working with Specialist Teachers and encouraging commitment to ongoing training and policy changes. To continue supporting the 30 schools that were part of the initial pilot, they are invited to attend Network meetings each month. The purpose is to encourage a refocusing on attachment and trauma-informed principles, allowing opportunities for schools to raise questions or seek support, an opportunity to celebrate all the examples of practice in schools, and to facilitate opportunity for schools to work together and support each other. The long-term ambition is to encourage locality-based meetings and peer support involving use of an audit tool.

3.9 Children that are Electively Home Educated by their families

3.9.1 Elective home education is a term used to describe a choice by parents to provide education for their children at home, or at home and in some other way which they choose, instead of sending them to school full-time.

- 3.9.2 There are no specific legal requirements as to the content of home education, provided the parents are meeting their duty in Section 7 of the Education Act 1996. This means that education does not need to include any particular subjects and does not need to have any reference to the National Curriculum; and there is no requirement to enter children for public examinations.
- 3.9.3 The council has a duty under Section 436A of the Education Act 1996 to make arrangements to find out so far as possible whether home educated children are receiving suitable full-time education. Where necessary because it is evident that a child is simply not receiving suitable education at home and the use of school attendance powers is not achieving a change in that situation, the local authority can use its safeguarding powers.
- 3.9.4 It must be noted that there is no definition of 'suitable' education in statute law and therefore this can cause challenges in assessing the suitability of home education.
- 3.9.5 The council undertook a consultation with families that have electively home educated their children with a questionnaire and request for families to work with Children's Services to develop the way in which we would like to work together in partnership going forward.
- 3.9.6 A co-production group of families worked on; developing the knowledge and understanding of Inclusion Leads and Team Managers around what home education can look like, developing a parental guidance document to be provided to families who have chosen to, or are considering home education and developing the Council's Elective Home Education Policy.
- 3.9.7 The central themes that came from this consultation were that:
- It is a parent's right to home educate and this can look very different to school education and still be considered effective
 - Parents want a warm relationship with the Inclusion team where they feel supported and understood
- 3.9.8 Therefore, these views are represented in the parental guidance and policy, and in the communication approaches of the Inclusion Leads.
- 3.9.9 At present, there is no duty in statute on families to register their children as home educated, information is collected from schools, or directly from

families where they choose to provide this to support the council carrying out its duties.

3.9.10 A key intervention the council has put in place is to require schools to follow a ten-day cooling off period following a request to home educate a child, where they leave the child on the roll of the school. This enables time to have further conversations collaboratively with the family, listen to their views and concerns and resolve any issues, for example if home education has been chosen due to a break-down in the relationship with the school. In some cases, families are not always aware of the other support might be available which can lead them to reconsidering their initial decision.

3.9.11 Where a child that is home educated has an Education, Health and Care Plan (EHCP), the Inclusion Lead works in liaison with the Council's SEND Service to ensure that information about the child's progress against their EHCP targets is gathered and reviewed.

Data on children that are EHE over the last three years

	2018/19 Academic year	2019/20 Academic year	2020/21 Academic year
Total number of EHE registrations	505	511	610
New registrations in that academic year	255	203	333
Number of children returned to school that year	111	125	133

4. Financial Implications

4.1 The government provided significant levels of additional financial support to councils throughout 2020/21 pandemic with the majority of funding targeted to support increased costs in adult social care and lockdown grants to support local businesses. There was minimal additional funding ringfenced for Children's services meaning that any covid related pressures had to be absorbed by existing budgets.

- 4.2 We do not yet know the full extent of the impact of Covid-19 on our children, young people and families, and there may well be additional cost pressures in the future. These will need to be assessed and where appropriate incorporated in the council's medium term financial plans.

5. Well-being and Health Implications

- 5.1 The emotional health and wellbeing of our most vulnerable children and young people is a priority for our services. We are working with colleagues in the CCG and from Dorset Healthcare Trust to strengthening our services for our most vulnerable children and young people.

6. Climate implication

- 6.1 No climate implications have been identified in this report.

7. Other Implications

- 7.1 No other implications have been identified.

8. Risk Assessment

- 8.1 No Risks identified

9. Equalities Impact Assessment

- 9.1 No equality impact assessment has been prepared as the report does not recommend a change of policy.

10. Appendices

- 10.1 There are no appendices.

Background Papers

- 11.1 There are no background papers.

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People and Health Overview Committee 2/9/2021

Development of Family Hubs

For Review and Consultation

Portfolio Holder: Cllr A Parry, Children, Education, Skills and Early Help

Local Councillor(s): All

Executive Director: T Leavy, Executive Director of People - Children

Report Author: Claire Shiels

Title: Corporate Director – Commissioning, Quality and Partnerships

Tel: 01305 224682

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Report Status: Public

Recommendation:

Members are invited to comment on the Family Hub service delivery model and to support the development of Family Hubs in Dorset.

Reason for Recommendation:

The evidence base for the development of Family Hubs is strong and the government has committed to championing this service delivery model. Overview Committee is asked to provide comment at this early stage to help inform the policy and strategic approach locally.

1. Executive Summary

- 1.1 The Government has committed to championing Family Hubs as a way of joining up locally to improve access to services, the connections between families, professionals, services providers, and putting relationships at the heart of family help. Hub buildings are supported by virtual offers, with services for families with children of all ages.

- 1.2 Family Hubs make an important contribution to prevention and early help, through the delivery of services such as ante and postnatal support, parenting support, help with getting children ready for school or in child development. However, they are much more than that and provide links to specialist services which could include learning disability support, housing support, drug and alcohol services, relationship breakdown support, social care services, financial support services, fostering and adoption support.
- 1.3 There are strong foundations to build on to deliver this approach in Dorset which would include the development of a digital front door and service offer; identification of appropriate physical locations to act as a central access point for localities, changes to the children centre delivery model and better integration of local service delivery which could include coordination of support, co-location of multi-agency service delivery and shared case management systems.

2. Financial Implications

- 2.1 Changing the model of delivery of services through Family Hubs will change the pattern of spend. We are awaiting an announcement from the Department for Education of an opportunity to bid for funding to support the development of Family Hubs, but it is yet to be confirmed.
- 2.2 We are likely to need to invest in digital service delivery, reduce the spend on building overheads in some areas and seek opportunities for income generation and co-location in other areas. A full business case will be developed to identify the investment and return on investment associated with this model of service delivery. This work will be undertaken in partnership with the council's transformation and change teams as part of the council's overall transformation programme.

3. Well-being and Health Implications

- 3.1 Evidence shows that disadvantaged and vulnerable children suffer from poor outcomes across the key domains of development from conception to 19. Children in school who are either a Child in Need, have a Special Education Need or Disability, or receive Free School Meals will do much worse than their peers. These domains are key drivers of later life chances, including long-term employment and health. Offering seamless pathways of whole family support has been shown to improve wellbeing and health outcomes.

4. Climate implications

- 4.1 The development of a strong digital service offer and improving signposting to local offers of support provides the opportunity to reduce travel and deliver associated reduction in carbon emissions.

5. Other Implications

- 5.1 Central to the delivery of Family Hubs is the importance of integration with the community and voluntary sector.

6. Risk Assessment

- 6.1 Having considered the risks associated with this decision, the level of risk has been identified as:

Current Risk: Low

Residual Risk: Low

7. Equalities Impact Assessment

- 7.1 An equalities impact assessment will be undertaken as the policy and strategy on the delivery of Family Hubs is developed. There is strong evidence that the development of more joined up services will improve service access and life outcomes for vulnerable and disadvantaged groups.

8. Appendices

- 8.1 Appendix 1: Children's Centres in Dorset

9. Background Papers

- 9.1 None

10. Introduction and Background

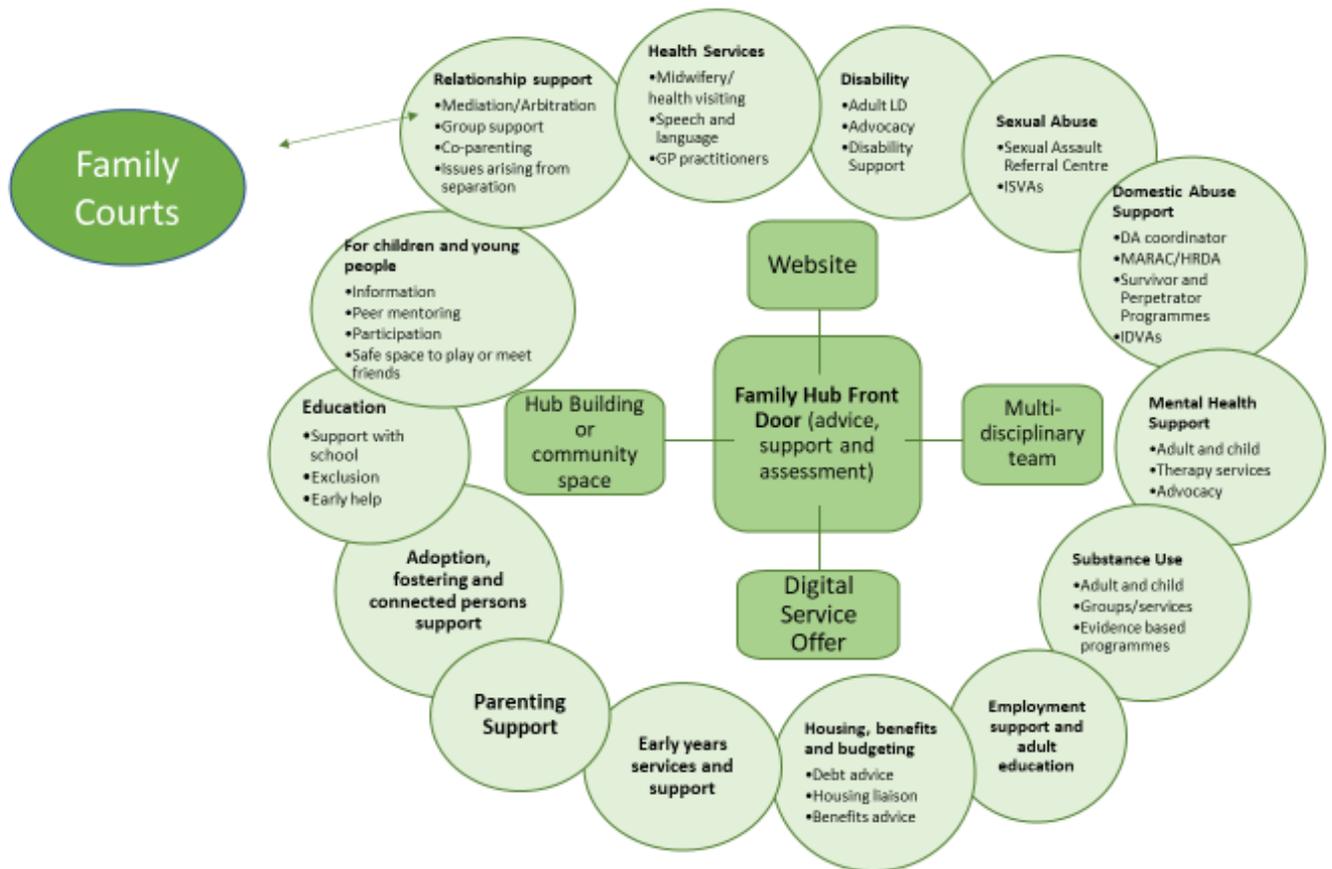
- 10.1 This paper provides information about the proposed development of Family Hub services for families across the county, in response to national policy developments.
- 10.2 The government has recognised the need to improve long-term support for vulnerable families, building on their manifesto commitment to champion Family Hubs to better service families with integrated health and education services that can have life-long impact.

- 10.3 As a result of this commitment the government has created a National Centre for Family Hubs, launched in May 2021, that will support local areas to set up, develop and evaluate the effectiveness of new Family Hubs. There have been a small number of opportunities for local authorities to bid for funding to support their development and an indication that there is likely to be further bidding rounds in the coming months.
- 10.4 The development of Family Hubs is a local commitment in the Dorset Children and Families Plan (2020-2023) and Dorset is part of a pathfinder Private Law pilot project with the local judiciary to use a Family Hub approach to support separating families and improve outcomes for children.

11. Family Hubs

- 11.1 Family Hubs aim to strengthen families by providing help with challenges that may hamper children's social, emotional, and physical and educational progress and help to prevent family breakdown. They have social mobility and family stability at their core.
- 11.2 A Family Hub provides a central access point for integrated services, which may be offered in a building named a Family Hub, or be located in a building that is called something else or be online – offering a virtual/digital access point.
- 11.3 Where Family Hubs are provided in buildings these tend to offer co-location with other services in the same building and importantly have close links to services that are offered elsewhere – providing seamless integrated whole family services, where families only have to tell their story once and people work together to give the family the support they need.
- 11.4 Whole family working not only includes brothers and sisters and parents/carers but reaches across extended family such as grandparents, aunts/uncles and other connected people and can co-locate services for older people where that makes sense to the local community.
- 11.5 Family Hubs make an important contribution to prevention and early help, through the delivery of services such as ante and postnatal support, parenting support, help with getting children ready for school or in child development. However, they are much more than that and provide links to specialist services which could include learning disability support, housing support, drug and alcohol services, relationship breakdown support, social care services, financial support services, fostering and adoption support.

- 11.6 An important element of Family Hubs is the links to and integration with the community and voluntary sector and with wider partners such as health partners and schools. One Family Hub in an area acts as a central access point for families and links virtually to all the service providers in a locality to understand who is best placed to provide support – coordinating statutory, private and voluntary approaches to meeting needs.
- 11.7 Many local authorities have repurposed some of their children’s centres to become Family Hubs or have sought to move services traditionally delivered in council owned children’s centres into different community buildings, churches, citizen’s advice bureaux, libraries or GP practices to create Family Hubs. They have also strengthened their digital and online offer of support to families to help them to be able to support themselves.
- 11.8 The Family Hub model makes use of existing facilities wherever possible and helps reduce the need for multiple premises and the overheads associated with this.
- 11.9 A conceptual model of how a Family Hub model could work is provided in the diagram below:



12. Developing Family Hubs in Dorset

12.1 To support the delivery of this model there are several activities that would be required which are listed below. Each of these will be discussed in turn:

- Development of digital front door and support offer
- Identification of appropriate premises to act as central access points
- Integration of pathways of support in communities and making connections between them

12.2 Digital front door and support offer

12.2.1 We currently provide information, advice and an online service directory through our SEND Local Offer and Family Information Service. There is an opportunity to modernise the delivery of these services and link them to online support services such as web-chats and online individual and group support programmes as well as provide proactive information and support at times which would benefit families such as school transition points.

12.2.2 We currently have an integrated front door, our Children's Advice and Duty desk (CHAD), which includes our multi-agency safeguarding arrangements and our Early Help Hub. Although this is open to families to contact, it is currently used primarily by professionals. There is an opportunity to explore making this easier to access for families to offer advice and signposting on a range of issues and to connect them with local sources of support.

12.2.3 Implementation of a digital front door and support offer would require investment; however, the functionality is available and there is evidence of successful delivery of a range of services digitally though Covid. Families would still be offered choice of face to face or digital support depending on their preferences and needs.

12.3 Premises for central access points

12.3.1 We currently have 22 children's centres in Dorset, delivered from a mixture of sites that are either owned or leased by the council. In some cases, these are shared sites with other services and in others they are for the sole purpose of delivery of children's centre activities. Further detail is provided as an appendix to this report.

- 12.3.2 Over time the service delivery model for children's centres has changed and they have become more integrated with the overall model for Dorset Council children's services delivery and feedback from families and communities is that some children's centres are in locations that are not best placed to meet community needs.
- 12.3.3 Children's centres have historically focused on providing support for children in their early years (0-5), however it is clear that families need support all through their children's lives and that there is growing evidence that taking a whole life course approach is more effective.
- 12.3.3 There is an opportunity to expand the offer in a number of these to become central Family Hub access points that that would then be better able to coordinate networks of community support from a range of other services including the digital support offer. This work will seek to complement the emerging customer strategy for the council,
- 12.3.4 It is likely that the development of a better online support offer and integration with other services as described in the next section would result in fewer children centre buildings owned or leased by the council as services would be delivered in a different way.
- 12.3.4 Changing how children's centre activities are delivered may require public consultation.

12.4 Pathways of support in communities

- 12.4.1 A wide range of services have a vital role to play in supporting families and reducing disparities. However, disadvantaged, and vulnerable families often experience significant difficulty as they interact with a complex service landscape and have to constantly 're-tell their story' to different services. Often professionals working in these services face practical barriers to working together as a team around the family, such as information sharing.
- 12.4.2 We are well on our way with integration of service delivery within children's services, but there is more that we could do to integrate service delivery by other teams and organisation in localities to support whole family and intergenerational working, including the community and voluntary sector.
- 12.4.3 This may be through co-location in a Family Hub building, through shared online service delivery or through service delivery by multi-agency teams in existing community spaces.

- 12.4.4 Making this work will require a mixture of asset mapping and a strong digital service offer as well as people who can coordinate services and pathways of support. This may include shared case management systems for agencies to work together.
- 12.4.5 In some communities and local areas service gaps may become apparent and so local areas could commission or create services to meet local needs. This process could be overseen by strengthened Local Alliance Groups.

13. Conclusion

- 13.1 The government have committed to support the development of Family Hubs and have invested in a Centre of Excellence to support national rollout and it is likely to be supported by further funding opportunities.
- 13.2 The evidence base for Family Hubs shows they can improve outcomes for children and families and offering better access to support.
- 13.3 The Family Courts in Dorset have already committed to Dorset being a Family Law pathfinder through the delivery of a Family Hub approach to separating and separated parents.
- 13.4 There are strong foundations in place in Dorset that would enable us to develop a Family Hub approach and we have committed to this in our Children, Young People and Families Plan (2020-23).
- 13.5 The implementation of Family Hubs would require changing the way we deliver whole family services including strengthening our digital offer, reviewing, and changing our children centre offer and greater service integration with partners and the community and voluntary sector.

14. Recommendation

- 14.1 Members of People and Health Overview Committee are invited to comment on the Family Hub service delivery model and to support the development of this approach in Dorset.

Footnote:

Issues relating to financial, legal, environmental, economic and equalities implications have been considered and any information relevant to the decision is included within the report.

Appendix 1: Children's Centres in Dorset

Locality	Name	Details	Asset status	Comments
Chesil (Weymouth & Portland)	Bincombe Valley Children's Centre	Operates from the former Top Club Youth Centre in Littlemoor Weymouth	Dorset Council	A local community youth club and other community groups make use of the premises
	Outlooks Children's Centre – Portland	Originally established as a Family centre prior to the creation of children's centres	Dorset Council	Not in an ideal location for the community and many activities offered off site
	Westham Children's Centre	Located on Conifers Primary School site and premises shared with Little Firs Pre-school	Dorset Council	
	Mulberry Children's Centre	Operates from the former Tides youth centre on Newstead Road	Dorset Council	
East Dorset	Corfe Mullen Children's Centre	Shares premises with Corfe Mullen library	Dorset Council	Running cost split between children's centre and library
	Ferndown Children's Centre	Operates from Ferndown First School (Academy)	Lease	Not an ideal location for meeting needs of families and most activities happen off site
	West Moors Children's Centre	Located in former Caretakers bungalow on West Moors Middle School site.	Dorset Council	School are keen to use of accommodation for their own purposes.
	Wimborne (Leigh Park) Children's Centre	Site leased from Wimborne town Council	Lease – commenced in 1/9/10 (expires 2044)	Part of the accommodation is used by Leigh park Community Association
	Verwood Children's Centre	Operates from the Hub in Verwood	Dorset Council	
	Upton Children's Centre	Operates from Upton Library site	Dorset Council	
Purbeck	Swanage Children's Centre	Located between Swanage Youth Centre and Swanage Day	Dorset Council	Strong Community Trust interest to make better use of the

Locality	Name	Details	Asset status	Comments
		Centre. Youth Centre has been transferred to Community Trust.		whole site to meet community needs
	Wareham Children's Centre	Located on Wareham St Mary's Primary School (Academy) site.	Dorset Council	
	Bovington Children's Centre	On school site		
West Dorset	Beaminster Children's Centre	Operates from the former Beaminster Youth & Community Centre	Dorset Council	The Prout Bridge Youth Project is also operating from this site and have been interested in taking over the premises
	Bridport Children's Centre	Located on Based on Bridport St Mary's Primary School (Academy)	Operates under a Transfer of Control Agreement – commenced on 6/11/08 (expires in 2033).	Provides office accommodation for DC staff and is used by partner agencies to deliver services
	Lyme Regis Children's Centre	Located on St Michal's Primary School site and shares space with pre-school	Transfer of Control agreement – commenced 15/2/08 (expires on 14/2/33)	Outreach base only
	Maiden Newton Children's Centre	Based on Greenford Primary School site at Maiden Newton - Based on Greenford Primary School site at Maiden Newton	Dorset Council	Outreach only
Dorchester	Broadmayne Children's Centre	Located on Broadmayne First School site.	Dorset Council (school site)	Accommodation shared with Broadmayne & West Knighton Pre-School, who are now using majority of accommodation

Locality	Name	Details	Asset status	Comments
	Dorchester Children's Centre	Poundbury	Lease commenced on 30/3/12 for 25 years – expires	
North Dorset	Blandford Children's Centre	Site shared with Archbishop Wake Primary School (Academy) and the Blandford Learning & Skills Centre. Centre includes Nursery provision and Out of School Club	Dorset Council	Provides office accommodation for DC employees. Offers meeting space for partners and other services in the area
	Shaftesbury Children's Centre	Operates from Shaftesbury primary School Site on land retained by DC upon academy conversation. Site includes Nursery provision	Dorset Council	
	Sherborne Children's Centre	Site leased by DC from Sherborne Castle Estate and sub-let to Sherborne Area Youth and Community Centre Trust, who are operating Youth Provision on site.	Lease - commencing on 06/12/16 (expiring on 05/12/46)	

People and Health Overview Committee – Forward Plan

Title	Description	Date of Committee Meeting	Requested by	Report Author	Portfolio Holder/s	Other Meetings (CLT, SLT, Cabinet etc)
Update on the Care Leaver Offer (Minutes 040321 refers)	Update on the implementation of the Care Leaver offer	9 November 2021	Chairman	Theresa Leavy, Executive Director of People – Children Matt Chislett Service Manager, Corporate Parenting and Permanence Louise Drury, Performance Quality Assurance Consultant	Portfolio Holder for Children, Education, Skills and Early Help Cllr Jane Somper, Cabinet Lead Member for Safeguarding	
Communities Strategy	Strategy that will shape how Dorset Council engages and enables of communities	9 November 2021	Laura Cornette	Laura Cornette, Corporate Policy and Performance Officer	Portfolio Holder for Customer and Community Services	Cabinet TBC
		24 January 2022				
Youth Justice Plan	TBC	24 March 2022	Annual item	David Webb, Service Manager, Dorset Combined Youth Justice Service	Portfolio Holder for Housing and Community Safety	TBC
		3 May 2022				

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The Cabinet Forward Plan - August to November 2021 (Publication date 6 August 2021) For the period 1 AUGUST 2021 to 30 NOVEMBER 2021

Explanatory Note:

This Forward Plan contains future items to be considered by the Cabinet and Council. It is published 28 days before the next meeting of the Committee. The plan includes items for the meeting including key decisions. Each item shows if it is 'open' to the public or to be considered in a private part of the meeting.

Definition of Key Decisions

Key decisions are defined in Dorset Council's Constitution as decisions of the Cabinet which are likely to -

- (a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the relevant local authority's budget for the service or function to which the decision relates (**Thresholds - £500k**); or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority."

In determining the meaning of "*significant*" for these purposes the Council will have regard to any guidance issued by the Secretary of State in accordance with section 9Q of the Local Government Act 2000 Act. Officers will consult with lead members to determine significance and sensitivity.

Cabinet Portfolio Holders 2021/22

Spencer Flower	Leader / Governance, Performance and Communications
Peter Wharf	Deputy Leader / Corporate Development and Change
Gary Suttle	Finance, Commercial and Capital Strategy
Ray Bryan	Highways, Travel and Environment
Tony Ferrari	Economic Growth, Assets & Property
David Walsh	Planning
Jill Haynes	Customer and Community Services
Andrew Parry	Children, Education, Skills and Early Help
Laura Miller	Adult Social Care and Health
Graham Carr-Jones	Housing and Community Safety

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
September					
<p>Annual Safeguarding Board Report</p> <p>Key Decision - Yes Public Access - Open</p> <p>To receive the Annual Safeguarding Board Report from Anthony Douglas Independent Chair and Scrutineer of the Pan-Dorset Safeguarding Partnership</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Sep 2021</p>		<p>Portfolio Holder for Children, Education, Skills and Early Help</p>	<p><i>Executive Director, People - Children (Theresa Leavy)</i></p>
<p>Additional Procurement Forward Plan Report over £500k (2021 - 22)</p> <p>Key Decision - Yes Public Access - Open</p> <p>Cabinet is required to approve all key decisions with financial consequences of £500k or more. A procurement forward plan report for 2021-22 was approved by Cabinet on 2 March 2021. As stated in the said report, as service and transformation plans are developed it may be necessary to bring further approval requests to Cabinet.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Sep 2021</p>		<p>Portfolio Holder for Highways, Travel and Environment, Portfolio Holder for Finance, Commercial and Capital Strategy, Portfolio Holder for Housing and Community Safety, Portfolio Holder for Children, Education, Skills and Early Help, Portfolio Holder for Economic Growth, Assets and Property</p>	<p><i>Dawn Adams, Service Manager for Commercial and Procurement dawn.adams@dorsetcouncil.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p>Bus Service Improvement Plan (BSIP)</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Sep 2021</p>		<p>Portfolio Holder for Highways, Travel and</p>	<p><i>Sue McGowan, Head of Travel Dorset</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Key Decision - Yes Public Access - Open</p> <p>To review and approve Dorset Council's outline Bus Service Improvement Plan, which is a statutory requirement for all Local Authorities as part of the government's National Bus Strategy 2021.</p>				Environment	<p><i>s.m.mcgowan@dorsetcc.gov.uk</i> Executive Director, Place (John Sellgren)</p>
<p>Weymouth Station Gateway Project, Payments over £500,000</p> <p>Key Decision - Yes Public Access - Open</p> <p>Cabinet is required to approve all key decisions with financial consequences of £500,000 or more. The Weymouth Station Gateway project has received significant funding to deliver a project. The Dorset Coast Forum team seek an assurance from Cabinet that they can pay an amount above £500,000 when this is claimed by the Hanson to deliver the capital element of the project and in accordance with any limits agreed in the project delivery terms.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Sep 2021</p>		<p>Portfolio Holder for Economic Growth, Assets and Property</p>	<p><i>Bridget Betts,</i> <i>Environmental Advice Manager</i> <i>bridget.betts@dorsetcouncil.gov.uk</i> <i>Executive Director, Place</i> <i>(John Sellgren)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Holwell Neighbourhood Plan Review</p> <p>Key Decision - Yes Public Access - Open</p> <p>This item relates to the making (adoption) of the Holwell Neighbourhood Plan Review which has recently been subject to examination by an independent examiner.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Sep 2021</p>		<p>Portfolio Holder for Planning</p>	<p><i>Ed Gerry, Prinicpal Planning Policy Team Leader ed.gerry@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i></p>
<p>October</p>					
<p>Medium Term Financial Plan (MTFP) and budget strategy</p> <p>Key Decision - Yes Public Access - Open</p> <p>To receive a budget update for 2022/23.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 2 Nov 2021</p>		<p>Portfolio Holder for Finance, Commercial and Capital Strategy</p>	<p><i>Jim McManus, Corporate Director - Finance and Commercial J.McManus@dorsetcc.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i></p>
<p>Review of Community Infrastructure Levy (CIL) expenditure</p> <p>Key Decision - Yes Public Access - Open</p> <p>Recommendation from Place and Resources Scrutiny Committee Position report on CIL governance and expenditure to date.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Sep 2021</p>	<p>Place and Resources Scrutiny Committee 13 Jul 2021</p>	<p>Portfolio Holder for Planning</p>	<p><i>Andrew Galpin, Infrastructure & Delivery Planning Manager andrew.galpin@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Draft Council Plan Performance Measures and Risk Register</p> <p>Key Decision - No Public Access - Open</p> <p>To discuss and agree the updated council plan.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 5 Oct 2021</p>	<p>Place and Resources Overview Committee People and Health Overview Committee 31 Aug 2021 2 Sep 2021</p>	<p>Deputy Leader - Corporate Development and Change, Leader of the Council</p>	<p><i>Rebecca Forrester, Business Intelligence & Performance rebecca.forrester@dorsetcouncil.gov.uk, Bridget Downton, Head of Business Insight and Corporate Communications Chief Executive (Matt Prosser)</i></p>
<p>Dorset Skills Commission</p> <p>Key Decision - Yes Public Access - Open</p> <p>The establishment of a dedicated Commission will oversee an effective and at pace response to a jobs-led approach to COVID-19 economic recovery. It would also provide an objective and independent review of the future Dorset Skills landscape, helping to shape a world-class skills and learning infrastructure for all communities.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 5 Oct 2021</p>		<p>Portfolio Holder for Economic Growth, Assets and Property, Portfolio Holder for Children, Education, Skills and Early Help</p>	<p><i>David Walsh, Service Manager for Growth and Economic Regeneration David.walsh@dorsetcouncil.gov.uk Executive Director, Place (John Sellgren)</i></p>
<p>Tricuro Options Paper</p> <p>Key Decision - Yes Public Access - Fully exempt</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 5 Oct 2021</p>		<p>Portfolio Holder for Adult Social Care and Health</p>	<p><i>Lesley Hutchinson, Corporate Director for Adults Commissioning Lesley.Hutchinson@dorsetcouncil.gov.uk</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
					Vivienne Broadhurst
November					

Dorset Council High Needs Block Management Strategy Key Decision - Yes Public Access - Open	Decision Maker Cabinet	Decision Date 2 Nov 2021		Portfolio Holder for Children, Education, Skills and Early Help	<i>Vik Verma, Interim Director of Education and Learning vik.verma@dorsetcc.gov.uk Executive Director, People - Children (Theresa Leavy)</i>
Quarter 2 (Q2) Financial Management Report Key Decision - Yes Public Access - Open To consider the Council's revenue budget position at the end of Q2 and the changes since Q1	Decision Maker Cabinet	Decision Date 2 Nov 2021		Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Jim McManus, Corporate Director - Finance and Commercial J.McManus@dorsetcc.gov.uk Executive Director, Corporate Development - Section 151 Officer (Aidan Dunn)</i>
Enabling Communities Strategy Key Decision - No Public Access - Open The Communities Strategy will shape how Dorset Council engages and enables of communities.	Decision Maker Cabinet	Decision Date 7 Dec 2021	People and Health Overview Committee 9 Nov 2021	Portfolio Holder for Customer and Community Services	<i>Laura Cornette, Business Partner - Communities and Partnerships Laura.cornette@dorsetcouncil.gov.uk Chief Executive (Matt Prosser)</i>
Review of Commercial Strategy - Commissioning and Procurement Overview	Decision Maker Cabinet	Decision Date 2 Nov 2021	Place and Resources Overview Committee 17 Sep 2021	Portfolio Holder for Finance, Commercial and Capital Strategy	<i>Dawn Adams, Service Manager for Commercial and Procurement dawn.adams@dorsetcouncil</i>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
<p>Key Decision - No Public Access - Open</p> <p>To consider a proposed revision to the current Corporate Procurement Strategy.</p>					<p><i>l.gov.uk</i> <i>Executive Director,</i> <i>Corporate Development -</i> <i>Section 151 Officer (Aidan Dunn)</i></p>
December					
<p>Household Recycling Centre (HRC) Vehicle Access Policy</p> <p>Key Decision - Yes Public Access - Open</p> <p>Review of legacy policy controlling access to HRCs. This includes the use of vans, hire vans, trailers and other vehicle types. Policy is applicable to all Dorset Council wards. A public consultation will be conducted to inform outcomes.</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 7 Dec 2021</p>		<p>Portfolio Holder for Customer and Community Services</p>	<p><i>Gemma Clinton, Head of Commercial Waste and Strategy</i> <i>gemma.clinton@dorsetwastepartnership.gov.uk</i> <i>Executive Director, Place (John Sellgren)</i></p>
January 2022					
<p>Quarter 3 (Q3) Financial Management Report</p> <p>Key Decision - Yes Public Access - Open</p>	<p>Decision Maker Cabinet</p>	<p>Decision Date 18 Jan 2022</p>		<p>Portfolio Holder for Finance, Commercial and Capital Strategy</p>	<p><i>Jim McManus, Corporate Director - Finance and Commercial</i> <i>J.McManus@dorsetcc.gov.uk</i> <i>Executive Director,</i></p>

Subject / Decision	Decision Maker	Date the Decision is Due	Other Committee(s) consulted and Date of meeting(s)	Portfolio Holder	Officer Contact
To consider the Council's revenue budget position at the end of Q3 and the changes since Q2					<i>Corporate Development - Section 151 Officer (Aidan Dunn)</i>
<p>Budget Strategy Report</p> <p>Key Decision - Yes Public Access - Open</p> <p>The Council is required to set a balanced revenue budget, and to approve a level of council tax as an integral part of this.</p>	Decision Maker Dorset Council	Decision Date 15 Feb 2022	Cabinet 18 Jan 2022	Portfolio Holder for Finance, Commercial and Capital Strategy	<p><i>Jim McManus, Corporate Director - Finance and Commercial J.McManus@dorsetcc.gov.uk Corporate Director, Legal and Democratic Services - Monitoring Officer (Jonathan Mair)</i></p>

Private/Exempt Items for Decision

Each item in the plan above marked as 'private' will refer to one of the following paragraphs.

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the shadow council proposes:-
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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