

**Wiltshire Council**

**Health and Wellbeing Board**

**21 March 2019**

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**Subject: Families and Children's Transformation (FACT)**

**Responsible Officers: Linda Prosser, Terence Herbert**

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### **Executive Summary**

I. This report will provide an update on the programme achievements for 2018 and outline the work plan for 2019. The number of workstreams for this year have reduced with a number of significant achievements being realised last year. However, the workstreams going forward are substantial and offer transformational change for the partnership.

### **Proposal(s)**

It is recommended that the Board:

- i) Notes the achievements of 2018
- ii) Agree the Programme outline for 2019

### **Reason for Proposal**

The Families and Children's Transformation programme is designed to move to a systemic integrated practice model that is framed around intervening earlier and building resilience in our communities to support families to care effectively for their children. Whilst generally Wiltshire is a good place for children to grow up we want to close the outcome gap for our children with multiple vulnerabilities.

This sees the Programme focussing on working across three key themes:

- Areas where our data and analysis told us families and children's outcomes could be further improved and required transformation more than 'Business as Usual' performance improvement.
- Areas of high spend where it was considered possible to maintain a good standard of service and deliver increased efficiency savings.
- Areas where we had good evidence that we could be both more effective and more efficient if we looked to Best Practice models from other areas and especially those that delivered a greater level of integration of partnership delivery.

**21 March 2019**

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**Subject: Families and Children's Transformation Programme**

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**Purpose of Report**

1. To update on progress for 2018 and outline the workplan and new governance structure for 2019

**Background**

2. The Families and Children Transformation programme (FACT) is an ambitious and innovative partnership programme that is designed to deliver systemic change to our service provision that sees improvements in families outcomes and ensures we can make the best use of the scarce resources available.

The partnership programme board is led by the Director of Children's Services as chair, with the Chief Operating Officer of the CCG as Vice Chair. The programme has five driving principles:

- Intervene earlier – we will provide support early to prevent families' difficulties escalating and in doing so improve outcomes and reduce demand for higher tier services.
- We want families to be able to care for their children; where children cannot continue to live in their immediate or wider family or community we will ensure they achieve permanence in a timely and effective way.
- We will spend wisely and within budget by eradicating duplication, simplifying and integrating processes and improving multi-agency integrated working and collaboration.
- We will maximise time spent with families and in doing so improve the child's experience of support and build resilience in communities.
- We will ensure we are an effective confident workforce with a robust career profile operating a consistent model of practice within a learning organisation.

**Main Considerations**

3. We established a highly functioning Partnership Board which has been well attended and has been well served by Programme Office in terms of delivery of programme reports and with tracking progress. The Board agreed a clearly defined Vision and the five Driving Principles. We delivered a series of workshops across the partnership to share knowledge of and develop the key priority work areas. A clear communication framework was established with positive feedback on the FACT newsletter, website and engagement sessions. A significant

level of engagement and coproduction activities were undertaken including planning and running a Partnership Strategy Co-Production event at the end of September. The team designed and delivered a Systemic Leadership Development Day to all Board members.

There were eight workstreams operating in 2018 and substantial achievements were made across the areas.

4. **Workstream 1- Case Management Systems** (IT-enabled integrated working)

Implementing the new CMS (Case Management System) has been a key workstream of the FACT programme. It brings together multiple IT systems across early years, education, early help, SEND and safeguarding into one system, so all information on our families, children and young people is shared in one place. It has the potential to support our further integration of services across the wider partnership.

**Phase one of the CMS Programme** successfully went live in November 2018.

The Implementation Team has successfully configured and delivered a new Case Management System for all social care and early help staff - on time and within budget. This has been a massive project requiring excellent project management, pace, positivity, grit and determination by the team. The team has delivered an intuitive IT system which allows our staff to work more simply, effectively and in a more integrated way than ever before freeing up time to spend with children and families.

All Children's Social Care staff and managers attending training and all children's social care records successfully transferring over to the new Liquid Logic system. This was a huge undertaking and the Team were recognised with a Highly Commended - Awarded to the CMS Implementation Team Achieving Excellence Awards in February 2019. The system has also been configured so our partner agencies will be able to use it too, to deliver key support tools such as Early Help Assessments. This has the potential to revolutionise our Integrated working with our partners ensuring Children and Families experience coordinated and seamless support.

**Phase Two of the CMS Programme** is already well underway with all our education support teams including the delivery of the Education Health and Care Plans and admissions planned to go live across the summer. We are working closely with and supporting Adults colleagues as they commence their journey on implementation.

There are significant savings to the council from moving from five systems to one simply in system maintenance costs. Further savings are possible through efficiencies once the programme is completed

2. **Workstream Two Working in an Outcomes Way** has focused on the development of a partnership performance and outcomes framework - a shared framework across the FACT partnership which allows us to see whether we are truly making a difference to the children and families we work with. There is more to do here and we plan in this year to develop this framework further with partners.

3. In 2018, the FACT Programme Board signed off proposals for the creation of the **Early Support Hub** and an implementation plan was developed. The Early Support Hub went live on 5th March 2019 and will support cases that do not meet the current thresholds for MASH intervention. 75% of Contacts to our front door did not require allocation to social care but required professional advice, consultation and careful brokering of appropriate early support. Advice and guidance within the Early Support Hub will be governed by the revised thresholds that are currently out for consultation with staff and partners. Ultimately this will generate greater windows of opportunity for intervening earlier through reciprocal referral pathways and warm call transfers and ensure appropriate follow up of support to ensure that it has had a positive impact on outcomes for families.
4. Impact will be measured once the service is in place and will be measured through:
  - Conversion rates to referrals
  - A lower re-referral rate
  - Families reporting that they received the right help at the right time
  - An increase in the numbers of Early Support Assessments undertaken by the partnership.
5. The introduction in 2018 of the **Diagnostic and Referral Tool (DART)** to support the holistic identification of early needs, good signposting and identifying sources of support has had a positive impact evidenced through more appropriate early help referrals – meaning families are ‘bounced around’ less and get the right help at the right time.
6. In Spring 2019 a multi professional group of staff and partner colleagues will be delivering a series of **Early Support Roadshows** to bring clarity to the multi-agency workforce – of the revised Early Support Offer and processes. A YouTube film has been produced to aid dissemination.
7. The introduction of the **Family Keyworker within the Support & Safeguarding Service** has improved the offer for children and families just below the threshold to social care. However, there is more to be done to;
  - Increase the visibility of early help activity across the partnership – to improve oversight and connect early help professionals working within localities
  - Review the Multi Agency Forum (MAF) meetings that coordinate the earliest support across the partnership. Whilst these meetings are generally chaired by schools there has been variability in their effectiveness and we want to ensure we are providing support and influence that sees the best MAF practice rolled out across the County
  - Improve the tools, guidance and advice to professionals to support them in undertaking early support assessments and achieving positive outcomes.
  - We want to utilise more effectively the voluntary sector offer, working closely with them to increase the support offer to families and knowledge of that offer amongst practitioners by introducing a navigator role within the Early Support Hub.

- A resource mapping and needs analysis will be undertaken.
8. All of the above will be overseen within the New Workstream for 2019 – **'Integrated Multi-Professional Early Support.'** The workstream is to be co-chaired between our Head of Service for Safeguarding and Support and the Wiltshire & Swindon Police lead for Early Intervention.
  9. The **partnership approach to supporting young people to live in their families and communities** workstream developed a number of projects to take a whole family approach, identifying causes of need and then using the support of relevant professionals and the voluntary sector to meet the needs of the family until stability is reached.
  10. The High Frequency Callers (Renamed LIFT - **Local Improvements for Tomorrow**) project took a multi-agency, multidisciplinary, strategic approach to identifying and enabling improved prevention and interventions with young people and families who interact most frequently with most of the agencies that make up the 'Wiltshire system'. The project drew extensive learning from deep dive analysis of the people who most frequently contact us. This analysis and the exceptional work undertaken by the project group will now be linked into the 'Integrated Multi-Professional Early Support' workstream.
  11. This workstream has also seen the creation of a **"No Wrong Door"** service delivery model to divert adolescents from being taken into care by providing a multi-agency approach to targeted support including the provision of residential care if required (based on the evidence-based North Yorkshire model). Launch of the Outreach element of the service is planned for April 2019. Research from other local authorities who have implemented a similar model (including North Yorkshire who have received an Outstanding rating from OFSTED) demonstrate a reduction in the number of young people being taken into care and associated improvements in their overall outcomes including education and employment options and general health and well-being.
  12. In 2019 we will look to merge our Youth Offending Team and Emerald CSE teams into a specialist adolescents at risk team; the **Young People's Support Service**. It will include a new multi-agency Vulnerable Adolescent Contextual Safeguarding Panel which, from 12th February 2019, amalgamated the functions of the existing Wiltshire Risk Management Group and the Multi-Agency Child Sexual Exploitation meeting (MACSE). The new Panel is adopting a more strategic and tactical focus, specifically around young people being sexually or criminally exploited (CSE or CCE), missing or at risk of going missing, or displaying significantly risky or concerning behaviours. This will contribute to county-wide intelligence and will also assist in informing contextual safeguarding interventions for individual and groups of young people aged 10-17. This will support very effectively the implementation of the contextual safeguarding practice following our successful bid to work with the University of Bedfordshire.
  13. Through the successful implementation of the No Wrong Door project and the Young People's Support Service it is anticipated that the impact of the new service will:

- Reduce adolescent entries into care
  - Reduce out of county placements
  - Reduce the use of 'unnecessary' residential placements
  - Improve placement and accommodation stability
  - Improve engagement and achievements in education, employment and training (EET)
  - Deliver good planning of transitions from care to independent living
  - Develop resilience, self-esteem and wellbeing – reducing demand in health services in the longer-term
  - Improve access to support in a crisis for young people and carers
  - Create increasingly attractive and innovative job roles and fostering opportunities.
14. The **Improving Permanency** workstream has reviewed how to improve quality across our Children in Care services, ensuring that there is sufficient resource to deliver the council's longer-term fostering strategy, while maximising the value, impact and outcomes for those young people who are in an external care placement.
  15. The workstream required significant benchmarking activity and research with other local authorities to investigate and identify key actions that need to be taken in order to meet project objectives. The workstream has worked closely with commissioning colleagues to develop a range of proposals to ensure where our children require care outside of the family there is an increased level of sufficiency of provision to match them well to families where they can achieve permanency and stability and keep our children closer to home.
  16. The **Getting the Best Start in Life** workstream brought together numerous colleagues from across the council and health landscape including Early Years and Maternity Services, to ensure that appropriate resources and services are in place to achieve the greatest impact on a child's future over the first 1001 days (conception to two) and then up to school age. The integrated working in Early Years project worked closely with colleagues from various services including children's centres, to ensure that families experienced coordinated and seamless support, with a smoother transition for children and families between services from conception to reception years and revised the integrated 2-year old pathway.
  17. **"Statement of Commitment"** pledges were developed across the workstream to further develop a culture of trust, respect and openness. A 'Top tips for starting school' leaflet was produced, consulted on and distributed. An E-toolkit for professionals was developed containing key messages when talking to families; (launched February 2019).
  18. The Best Start in Life workstream undertook a mapping exercise in 2018 to review access, uptake and awareness of programmes/interventions for the under 5's areas for development were identified and projects tasked with completion. The teams also delivered a successful Early Years' Conference "Unlocking Talent, Fulfilling Potential" to childminders and representatives from early years settings.

19. The role of the Best Start in Life workstream remains at the core of the programme and will continue as a workstream in 2019 with language development and promoting attachment being a key focus as a key aspect of improving children's outcomes and supporting improved social mobility. We will look to do this through improving rollout of **Five to Thrive** and work further on developing the opportunities provided by the pilot project in Trowbridge to improve integrated workforce culture across early years partners.
20. **Making Every Contact Count (MECC)** training for Early Years staff was developed and train the trainer courses ran with further plans for courses in 2019. We are intending to roll this out further as part of our **Core Approach and Skills Workstream** for 2019. Ensuring that the right staff with the right skills are in place to support the new model is a crucial piece of work that is underway across the council, police and health. Multi-professional working simplifies relationships with young people and families who appreciate a single channel of communication, even if there is subsequently support from specialists. There is good evidence that youth work and health professional approaches were valued by young people and families and can complement social work practice and deliver positive outcomes.
21. We understand that our staff are our most important resource and a core strategic priority has been the establishment of a motivated, stable, well trained and well supported workforce. The new Workstream Core Approach and Skills will be led by the Director for Public Health and see the roll out of Making Every Contact Count and **Trauma-Informed practice** across the partnership workforce.
22. The **Good Education for All** workstream will now be led by the new Director for Education, Helean Hughes, and is currently developing plans to ensure that all children achieve their academic potential and has a particular focus on closing the gap for pupils from vulnerable groups. The workstream will ensure the **RESET** project (Re-shaping Education and Skills, Regeneration and Major Projects) creates a suitably robust school improvement service. The workstream will also work with Head teachers and others to develop and roll out a strengths-based behaviour support framework which is trauma-informed and supports stronger inclusion of children across the school community.
23. Engagement sessions with schools and focus groups are being established to help shape and develop the projects within this workstream, with a view to building a shared vision and approach.
24. The **Partnership Approach to being Ambitious for Children with SEND/disabilities** workstream looked to support children and their families to maximise independence, have aspirations, achieve them and reduce future need for additional resources. Where a plan is required it is multi agency and supports all needs (education, health, care and adulthood) holistically.

25. To this end the project group investigated the potential of a **whole life pathway**, offering seamless support to citizens with additional needs through all stages of childhood and then into adulthood, aiming to maximise their independence and achieving the best possible outcomes.
26. This work has required significant research and benchmarking activity from other local authorities, as well as gaining the views of hard-to-reach children, young people and families. Much of this feedback has now been received and discussions are underway to consider the best way to deliver a whole life pathway to children young people and adults.
27. Central to developing the approach is **co-production** to ensure that staff, partners, parents/carers and children and young people are embedded in developing services that meet needs and improve outcomes and the new Whole Life Approach for Children and Adults with additional Needs workstream for 2019 will look to codevelop this new approach.

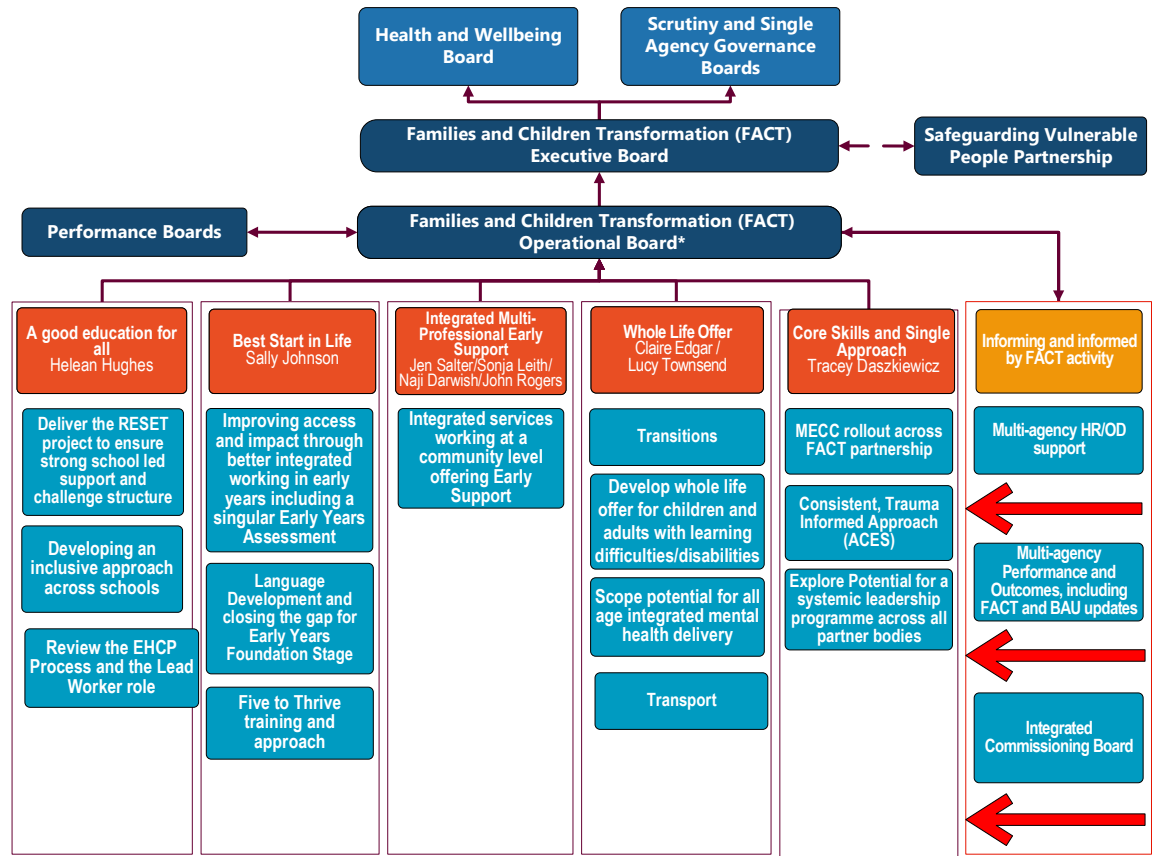
### **Next Steps**

28. The delivery structure is being updated for 2019 moving to an Executive and Operational Board structure. The Executive will be comprised of the key lead executives and commissioners for the Families and Children's partnership. We will continue with our determination to co-produce our delivery of change and utilise a range of methods to engage with families, children and our staff to do this.

The new workstreams for 2019 (visual below) are:

- A good education for all
  - Getting the best start in life
  - Delivering community level Multi Professional support at the earliest point.
  - A Whole Life Approach for Children and Adults with additional Needs
  - Core Skills and a Single Approach to how we support families
29. Many of the developments from last year are now in the go live delivery stage and impact and benefit realisation work is underway and will be reported in the next round. This will be in the structure of a balanced scorecard for each historic and new workstream
    - What was the baseline (what were we looking to improve upon)
    - Investment received time and people resources from the council and other partners and efficiencies or cashable savings achieved
    - Report on the success criteria for each workstream – localised wherever possible
    - How were families involved and the outcomes of their feedback





\*To ensure link-up, the FACT Programme Lead sits on both WESB, WETB and ASC Transformation Boards



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