

Wiltshire Council

Health and Wellbeing Board

30 January 2020

Subject: Families and Children's Transformation (FACT) Programme Update

Executive Summary

This report will provide an update on the FACT Programme progress over the last six months and the future plans for each workstream. Since the report to the Health and Wellbeing Board in March 2019 an additional workstream, **Community Safety for Young People**, has been added to the programme structure bringing back oversight of delivery of the Stronger Families Team (previously referred to as No Wrong Door) and the Young People's Service.

Proposal(s)

It is recommended that the Board:

- i) Notes the updates since the last report
- ii) Agrees the outline of work moving into 2020

Reason for Proposal

The Families and Children's Transformation (FACT) 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.

As a transformational partnership programme, the benefits from the work undertaken will be shared across the whole system improving outcomes for the people of Wiltshire.

This is a regular update to the Health and Wellbeing Board on progress and future plans.

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Health and Wellbeing Board

28 November 2019

Subject: Families and Children's Transformation (FACT) Programme Update

Purpose of Report

1. To update on progress since March 2019 and to outline the ongoing work into 2020.

Relevance to the Health and Wellbeing Strategy

2. The FACT Programme has a clear focus on prevention and early intervention to ensure that families receive the support they need. This includes reviewing early support available in communities through the **Integrated Earliest Support in Communities** project which will also take a localised approach to working with individual communities and identifying gaps

An Inclusive Approach across schools is also a key project with the **Good Education for All workstream** which will seek to address the inequalities in vulnerable children achieving the same educational outcomes as their peers.

The FACT Programme is a partnership piece of work which considers integration where this makes the best use of the resources the system has. This is clearly evident in the **Best Start in Life** workstream which will focus on how the voluntary and services spanning the early years sector can work together to give children the best possible start by focusing on speech, language, communication and attachment across the critical early stages of a child's life.

The **Whole Life Pathway** workstream will also look at the life course for people with a range of complex needs to ensure that they will be able to access the support they need when they need it. That will include a strong focus on mental health support provided through the local authority and the dependencies on the STP wide Mental Health Programme including crisis response.

Underpinning this the **Core Skills and Single Approach** will identify the key skills and training that the multi-agency workforce and volunteers will need to achieve the system wide changes that will be delivered through the programme.

Background

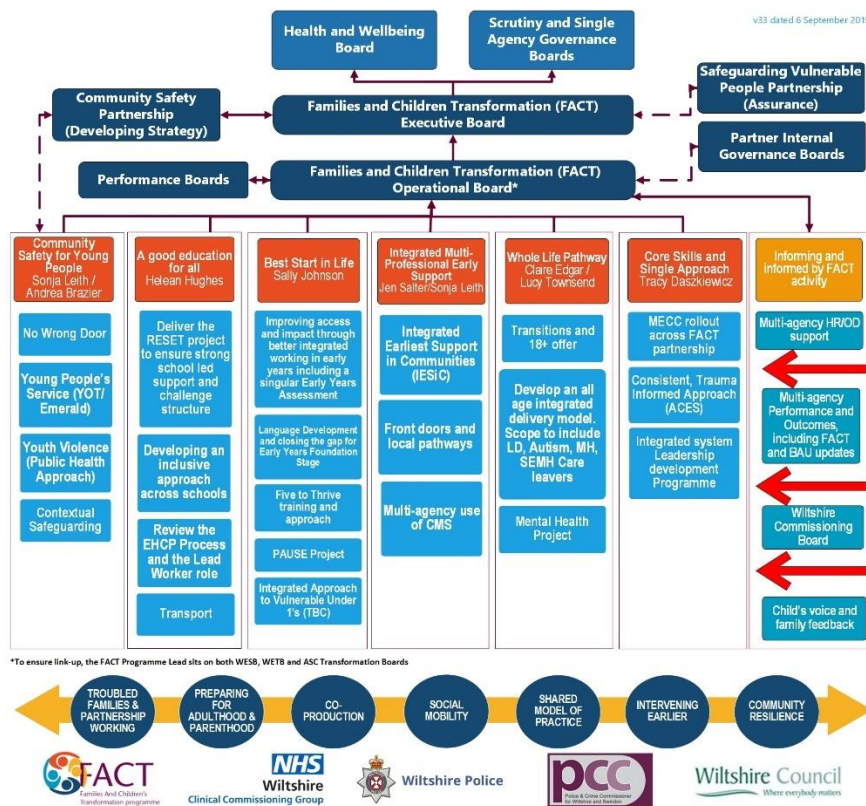
- The Families and Children's Transformation (FACT) Programme was set up in early 2018 to deliver whole system change based on a set of five driving principles.

Whilst the five driving principles have remained broadly the same following the completion of several key elements of the programme towards the end of 2018/early 2019 plus a partnership day to identify key shared priorities has resulted in a restructure of the programme.

Successes from the original programme include the delivery of the **Early Support Hub** to support cases that do not meet the current thresholds for MASH intervention and the **Diagnostic and Referral Tool (DART)** which supports the holistic identification of early need, signposting and identifying sources of support.

In early 2019 the partnership Programme Board was reorganised into an Operational Board and Executive Board to facilitate a greater level to transparency within the programme's decision making and ensure decisions relating to commissioning and resourcing across the partnership could receive the appropriate scrutiny.

In May 2019, the Executive Board reviewed the revised structure for the programme and approved it with the addition of a workstream looking a **Community Safety for Young People**:



Both the Operational Board and the Executive Board operate with a rotating chair and whilst this is currently with the Director for Families and

Children's Services and the Executive Director for Children and Education respectively this will rotate to a police or health colleague during spring 2020. This shared leadership of the boards support the **Systems Leadership** approach being developed within the **Core Skills and Single Approach** workstream. The approach is based on a pyramid effect with a foundation of trust, without which people/organisations are unable to move onto the next level of constructive conflict and so on. Seeing the whole and developing relationships are a key driver within all the workstreams of the FACT Programme.

Main Considerations

5. Workstream One – **Community Safety for Young People**, will focus on developing and delivering services for children and young people at risk of exploitation.

The workstream will also see completion of the delivery of the **Stronger Families Team** (formally **No Wrong Door**) through Ofsted registration of the residential element of the service during spring 2020. This will provide a short-term emergency place for young people 10-17 to stay to rebuild familial relationships or provide an opportunity to stabilise an existing placement. The aim is to avoid taking young people into care unnecessarily by providing wrap around early intervention support. The outreach element of the service is seeing some significant improvements in the cases coming through including reductions in suicide attempts and missing episodes. The FACT Executive Board has agreed to undertake an independent evaluation of the service within the next few months which will demonstrate achievement against outcomes and also provide the business case for partners to review the multi-agency temporary support that has been embedded into the service with a view to making this a longer term arrangement.

The new **Young People's Service** combining the Youth Offending Team and Emerald CSE Team plans to go live in spring 2020. Drafting of new role description for specialist workers is underway and recruitment has begun for the new role descriptions for specialist social workers. The function of the new team will therefore expand to become a case holding service with a stronger focus on the development of tools around child criminal exploitation (CCE).

The **Young People's Service** will also use the **Contextual Safeguarding** approach as one of its core practice methodologies. The work with the University of Bedfordshire is ongoing and Wiltshire is being seen as a pioneer in some areas of its approach which is being promoted jointly by the FACT Programme and the Safeguarding Vulnerable People's Partnership. Introductory briefing sessions on the approach to improve how we work together across the partnership to protect young people at risk of exploitation started in October and will run until the end of this month. More detailed training sessions will be run throughout 2020 and then be embedded in business as usual activity.

6. Workstream two – **A Good Education for All**, has delivered against some of the recommendations within the **RESET** project (Reshaping Education and Skills, Regeneration and Major Projects) in restructuring some of the internal services to better align to the current working relationships both within the Council and externally with schools and partners. Work has taken place to ensure there is a robust school effectiveness service and there will also be a focus on work readiness and engagement with local businesses to identify and promote the skills required to support Wiltshire's economy.

Regular Headteacher briefing sessions have been introduced from September 2019 and have been accessible via webcast to improve participation by those schools who may find it difficult to release staff to attend a face-to-face session. The briefings were run in the same format from Monday to Thursday in one week and will be repeated termly. This has given the project lead for the **Inclusive Approach across Schools** to begin engagement with schools. This has been followed up with ongoing one to one visits to individual schools to discuss current issues and the future approach that will be co-produced with schools.

The **Inclusive Approach** project will also incorporate the review of the Education Health and Care plan processes and role of the SEND Lead Worker which has previously been a separate project. Bringing these together will ensure consistent conversations take place with schools about the roles for those supporting people with the most complex needs in the early years and school environments.

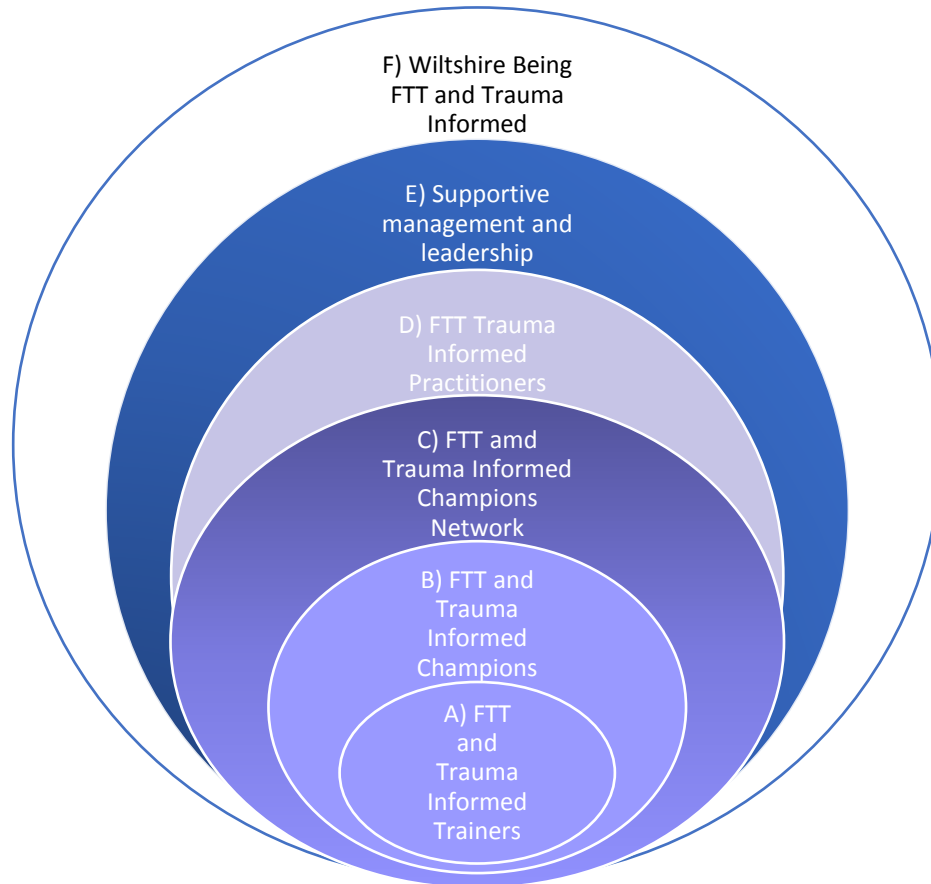
The **Transport** project will be re-energised moving into 2020 following on from actions so far including updating routing software to make journeys more efficient and beginning a review of entitlements to passenger assistants. There is further work that can be done and this will be scoped over the next few months.

7. Workstream three – **Best Start in Life** has been making significant partnership progress in engaging staff across the early years sector in developing a multi-agency approach to speech, language and communication. Several whole workstream meetings have been held and will continue to be held on a regular basis to maintain and improve engagement. Improving outcomes in this area will have significant long-term knock on effects across the whole system.

There has been significant progress in developing a bespoke training model for **Five to Thrive** which will also incorporate **Trauma Informed** awareness training. The model has been developed with Kate Cairns Associates (KCA) and an implementation plan has been developed. The training is called **Five to Thrive: Attachment, Trauma and Resilience** and to respond to the diverse areas of focus of the 0-19 workforce the training will be slightly tailored to ensure the training speaks to different staff groups. Training dates are being identified for 12 Champion training courses over the next year and the ambitious programme will train up to 600 Champions in the first year with up to 25 Champions later progressing

to become trainers making the model sustainable to rollout. The trainers will cascade a light touch version of the course to the wider workforce.

The training programme is jointly funded across the FACT partnership and those contributing have agreed for approximately 10% of Champion spaces to be made available to voluntary sector partners. An illustration of the model is set out below:



FTT Champions and Trainers make up the Network
FTT Practitioners are trained by the trainers
Supportive management and leadership enables Wiltshire to Be Five to Thrive

In October an **Early Years Needs Assessment** got underway and as part of a holistic assessment of the needs of expectant parents and families with children 0-5, a series of focus groups will be held in different parts of the county with a range of parents to find out their views on early years services. They will be asked what works well, what are the challenges, where are the gaps and what are the opportunities. This feedback will contribute to a holistic assessment of the needs of children under 5 and their families which will inform future developments.

In June 2019, the **PAUSE Project** was brought under the strategic governance of the FACT Programme. The project is an intense 18-month relationship based programme of therapeutic, practical and behavioural

support for women who have had or are at risk of having multiple children removed from their care. Following a national model, the team have completed one 18-month cycle and based on a cohort of 18 women participating in the project with 55 children removed between them, the estimated cost avoidance of having additional children taken into care had they not been on the programme is just over £1m. There is also a wider impact on the rest of the system as practitioners work to:

- Improve access to appropriate services thereby reducing A&E visits and fewer missed appointments
- Develop relationships with housing providers to prevent homelessness and avoid the costs of homelessness
- “Hold” women pending mental health assessments/groups/interventions helped to reduce disengagement or further decline
- Reduce anti-social behaviour and/or police callouts

The project is now working with the second cohort of women and will also be seeking to expand the number of practitioners to boost access to the service for a larger group of women at the point of first removal of a child.

8. Workstream four – **Integrated Multi-Professional Early Support** has consolidated the learning from a number of the project that were running under the FACT Programme. The key project within this workstream is **Integrated Earliest Support in Communities (IESiC)** which is co-producing a system wide response to closing the gaps around early support. There has been significant engagement locally via workshops and the establishment of a strategic group plus the identification and local engagement of partners in the first identified innovation site – Calne. Following this engagement, including presentations at the Headteacher briefing sessions in September the project is recommending via a mandate through the FACT governance a three-part solution to the Integrated Earliest Support in Communities Offer:

- **A Wiltshire platform** to centralise information of all support in communities by community, type age range etc.
- **A community connecting function to**
 - Build relationships with the person/family – establish needs
 - Provide information, outreach support and bring in appropriate support (professional or volunteer) via introductions and ‘warm handovers’
 - Remain as Single Point of Contact and stays connected with the person/family until they feel they do not need the support anymore/ hand holding
 - Update and maintain the local information on the platform.
 - Work with the community to highlight, overcome and escalate gaps in provision
- **A central community development function** to work across the community areas through joint partnership community commissioning for consistency, sharing of good initiatives (where demand informs) and support in achieving desired outcomes in terms of filling gaps and eliminating duplication in resources.

On approval of the principles outlined above, there will be further detailed work undertaken to co-produce the business cases and implementation plans to support the three elements which could be delivered concurrently or as standalone solutions.

The **Front Door and Local Pathways** group organised and ran a series of **Early Support Roadshows** earlier in the year and have been reviewing the feedback and preparing an update which was set from the autumn. Work is also ongoing on the implementation plan for the new **Early Support Assessment** which will replace the **Common Assessment Framework (CAF)** in 2020. The implementation plan will be presented to the FACT Operational Board in February 2020. Work is being done to review progress on aligning local authority and partner front doors since the introduction of the **Early Support Hub** in March 2019 to identify any additional work that can be done to further streamline the current experience.

A Partner Engagement Officer has been in post since the beginning of September to progress the **Multi-Agency Use of CMS** project. There has been significant engagement work to recruit 5 schools and a number of partner agencies to run a trial of access to the delegation portal which will make it simpler and quicker for partner agencies to contribute towards joint working on a child's case. Submissions will be stored securely in the system and can be accessed them at any time. It is anticipated that the trial will start in early 2020 once the necessary information governance and technical requirements have been met by those taking part. The pilot will provide valuable data that will be fed into the business case for full rollout to all interested partners.

9. Workstream five – **Whole Life Pathway** through two workshops in April and May 2019 has defined its vision to ***enable people through all stages of life to reach their potential to live happy, healthy, safe and rewarding lives within their communities regardless of ability*** with an aspiration to be the best county empowering people to live independently, adventurously and safely by 2022.

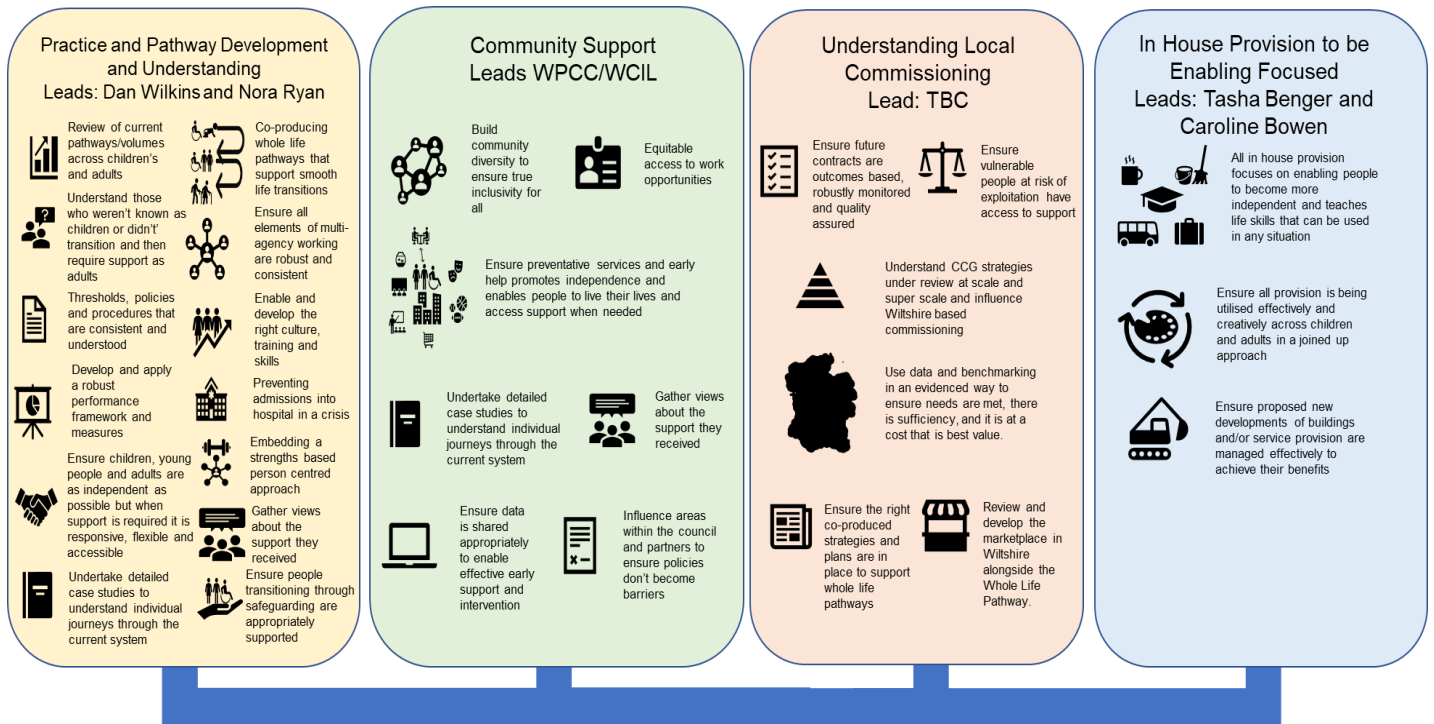
The Whole Life Pathway workstream will cover pathways that will touch on a number of different groups of people with varying needs and support requirements. The groups outlined below are considered as in scope for the programme of work which will be delivered over a series of phases:


- Learning Disabilities
- Mental Health (dependencies - including peri-natal mental health and social emotional mental health)
- Autism
- Care Leavers
- Transitional Safeguarding (including care leavers, secondary needs risk of offending, drugs/alcohol, Learning Disabilities & Mental Health, those at risk of sexual/criminal exploitation)
- Multiple/Complex needs (including physical Impairment and cognitive needs - secondary long-term life limiting conditions)

The following are considered out of scope for the workstream but there will be dependencies or interfaces with the pathways/services for these people:

- Dementia
- Education Health and Care Plans
- Looked after Children
- Physical disability without cognitive needs.

The workstream has been broken down into four distinct project areas with leads identified for all but one:



 Co-Production

Recruitment of a **Whole Life Pathway lead** is underway to lead and strengthen the capacity to shape and take this workstream forward. The aim is to co-produce pathways with staff, partners, service users (adult, children and young people) and their parents and carers and have a **joint (health and social care) commissioning strategy** underpinning them. This will reflect the need to provide services for individuals who are on the Autism Spectrum and those who may require access to other specialist mental health provision.

There is crossover with other workstreams within the FACT Programme and also external pieces of work such as the BSW Mental Health Programme which will be carefully monitored and managed to ensure no duplication of work occurs and opportunities can be maximised to influence commissioning and operational decisions.

There will be a strong focus within the workstream on transitions from childhood into adulthood for local authority, partner and commissioned services. This work crosses both the **Whole Life Pathway** and the **Good**

Education for All workstreams with consultation on the new **Preparation for Adulthood Policy and Procedure** taking place during November 2019 to January 2020 with a view to signing off the policy through the FACT governance boards in March 2020.

Transitions work extends to mental health services through the strengthening of the **crisis care pathway** between Child and Adolescent Mental Health Services delivered by Oxford Health and adult mental health services delivered by AWP (Avon and Wiltshire Mental Health Partnership) including links to the BSW crisis care workstream.

The **CAMHS Local Transformation Plan** update has been signed off jointly by the Health and Wellbeing Board chair in conjunction with the FACT Operational Board. Ultimately this will be replaced by the aspirations of the NHS Long Term plan which sets out a vision to strengthen and develop services to children and young people with the introduction of a 16-25 service model.

The trailblazer bid jointly with the CCG for **Mental Health Support Teams** in schools was successful and implemented from January 2020 for two teams covering the Salisbury/Devizes and Trowbridge/Westbury areas. Feedback from the trailblazers will develop NHSE's national model for the future.

Recommissioning of early mental health support services for children and young people is underway and will be live in April 2020. This will include expanded access to counselling services across primary schools and via GP surgeries for secondary school pupils plus the ability to access online counselling services currently provided through Kooth Counselling.

The Whole Life Pathway will also have a focus on how the current adult mental health social work team can support effective transition for children and young people who require mental health support as they transition to adulthood.

The Whole Life Pathway approach will also consider our capacity to provide support to parents who have mental health difficulties and learning disabilities, for example where someone's mental health is a barrier to them caring for their child effectively, how can adult social care mental health (and CTPLD) teams work better to support the adult parent where appropriate, with Families and Children to reduce family breakdown.

The Commissioning Lead will also need to work with Public Health to develop a prevention/early intervention strategy to look at what resources we have in communities to prevent and delay people developing long term mental health disorders. This needs to be done in conjunction with the CCG as part of their Thrive transformation work.

There will also be a focus on building resilience in local communities to enable people to live as independently and safely as possible without having to live in institutions sometimes out of Wiltshire. This will dovetail with the work being done within the **IESiC project** ensuring gaps are

identified and addressed for those with more complex needs and vulnerabilities. Recognising the value of the voluntary sector organisations and links with people and their communities the leads for the Community Support project are Wiltshire Parent Carer Council and Wiltshire's Centre for Independent Living.

The Whole Life Pathway workstream is an extensive piece of work which will take two to three years to complete in order to fully co-produce services with people with lived experience and meet the requirements of the population of Wiltshire now and into the future.

10. Workstream six – **Core Skills and Single Approach** will support the development of the county's workforce and volunteers and achieve a culture change across the whole system. Following the FACT Programme Board attending a Systems Leadership day in October 2018 a project group has been established to look at how the model can be rollout out across the partnership starting with a focus on senior management. The challenge in some areas will be to sell the value of attending this training which may be similar to training senior leaders may have already undertaken. Proposals are currently being developed and costed and are due to come through the FACT governance boards for sign off in Spring 2020.

The **Making Every Contact Count (MECC)** training continues to be rolled out across the partnership and the **Trauma Informed Practice** work will initially delivered through the **Five to Thrive: Attachment, Trauma and Resilience** as set out above.

11. The FACT Programme Team are currently working with commissioning on reframing the draft **FACT Partnership Strategy** in consultation with partners and it is anticipated this will be ready for sign off in early 2020.

The role of FACT Programme Lead has been advertised and the post offered to a candidate.

Next Steps

12. Having outlined updates for each of the workstreams the next steps are as follows:
 - The chairs of the partnership Operational Board and Executive Board will rotate to a health or police senior leader.
 - The **Stronger Families Team** and the **Young People's Service** will be fully operational in 2020 and an initial evaluation of the outreach element of the **Stronger Families Team** will be delivered
 - Consolidation and rollout of **Contextual Safeguarding** approach will continue benefiting practice across the whole system

- The **Inclusive Approach across Schools** project will continue co-production of proposals to develop and improve inclusion, **RESET** will evaluate the effectiveness of the restructuring that has been undertaken and identify additional actions and the **Transport** project will be re-energised to look at further options for efficiencies and transformation change
- The **Early Years Needs Assessment** will be delivered identifying the focus for supporting parents of 0-5 year olds and the development and rollout of the **Five to Thrive: Attachment, Trauma and Resilience** bespoke champions training across the partnership during 2020 will support the sustainability of the model into future years and provide a consistent approach for all partners.
- The **PAUSE** project will continue to work to prevent repeat removals
- Following Board approvals, the **IESiC** project will continue to develop the 3 principles of a platform, navigator function and community builder function and trial them in the first innovation site, Calne, and complete mapping work for a second innovation site in Tidworth
- The implementation plan for the **Early Support Assessment** will be signed off and implemented during 2020
- The **Multi-Agency use of CMS** project will run a trial with 5 schools and a number of partner agencies to assess the capabilities of the delegation portal leading to a business case on the future rollout to partners
- The **Whole Life Pathway** project leads will be developing the plans for their project areas and establishing co-production methods ensuring the current 'as is' state in Wiltshire is clear and co-producing future services to support those with complex needs and disabilities. Recruitment of a **Whole Life Pathway Lead** will continue.
- A **Systems Leadership** approach will be developed which will support the whole system transformation cultural change required to enable the benefits of the programme to be realised
- The revised **Partnership Strategy** will be co-produced with partners and signed off through the governance boards
- A robust programme management approach will continue to be applied including the generation of business cases supporting proposals being put forward for delivery assessing the projected resource requirements and costs to the partnership to develop and implement

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