

Wiltshire Council

Children's Select Committee

04 September 2018

Families and Children's Transformation (FACT) programme update

Purpose of Report

1. To provide an update to the Children's Select Committee on progress of the Families and Children's Transformation (FACT) programme.

"All Wiltshire Families Thrive"



Background

2. The report submitted to the Committee on 17th April 2018 outlined the rebranding of the Children's Service Integration Project into the Families and Children's Transformation (FACT) programme and set out the activity that would be progressed through projects within the programme.
3. This report will provide an update on the programme to progress service developments across the partnership that will support the programme which is driven by five key principles:

- **Help when you need it**

We will intervene earlier; providing support early to prevent families' difficulties escalating and in doing so improve outcomes and reduce demand for higher tier services

- **We are Better Together**

We will simplify and integrate processes and improve multi-agency integrated working and collaboration and in doing so reduce spend by eradicating duplication.

- **More time to be with Families**

We will maximise the time our staff can spend with families and in doing so improve the child's experience of support.

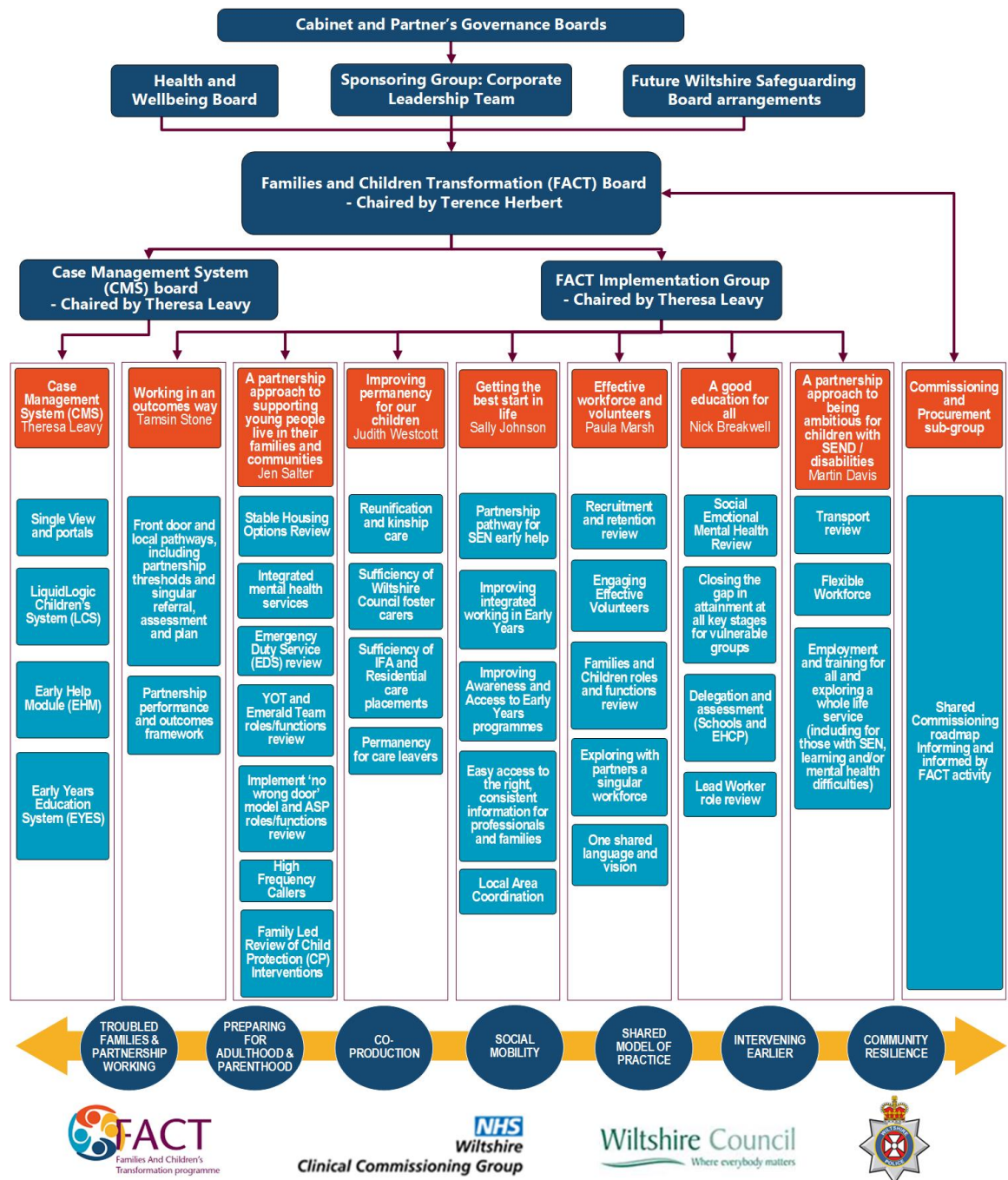
- **Investing in our Staff**

We will ensure we are an effective confident workforce with an effective practice framework.

- **Resilient communities with Equity of Opportunity**

We want to ensure all our children and young people reach their full potential by having high aspirations for, and creating opportunities with, those who are disadvantaged through poverty or vulnerability. We want to support families in overcoming difficulties and being able to care for their children and each other.

4. The FACT programme is overseen by a multi-agency Board (comprised of key partner agencies) which, in turn, reports to the Health & Wellbeing Board. Programme Sponsor is Terence Herbert, Corporate Director, Wiltshire Council. Programme Lead is Theresa Leavy with support from the core FACT Team (comprised of business secondments and the council's Programme Office and Systems Thinking teams).
5. The FACT programme is comprised of eight workstreams covering all aspects of a child and families need for help and support:
 - Case Management Systems development (IT-enabled integrated working)
 - Working in an outcomes-based way
 - A partnership approach to supporting young people to live in their families and communities
 - Improving permanency for our children
 - Getting the best start in life
 - Building an effective workforce and volunteer base
 - A good education for all
 - A partnership approach to being ambitious for children with Special Educational Needs and Disabilities
6. Learning from other change management programmes, the importance of employee engagement and co-production is not under-estimated. All workstreams are led by senior management who oversee a variety of projects within their workstreams. Projects are led by staff and partners with colleagues across our joint workforce having involvement in the FACT programme.
7. A visual of the workstreams (in red) and their associated projects (in light blue) is shown below:



Main Considerations for the Council

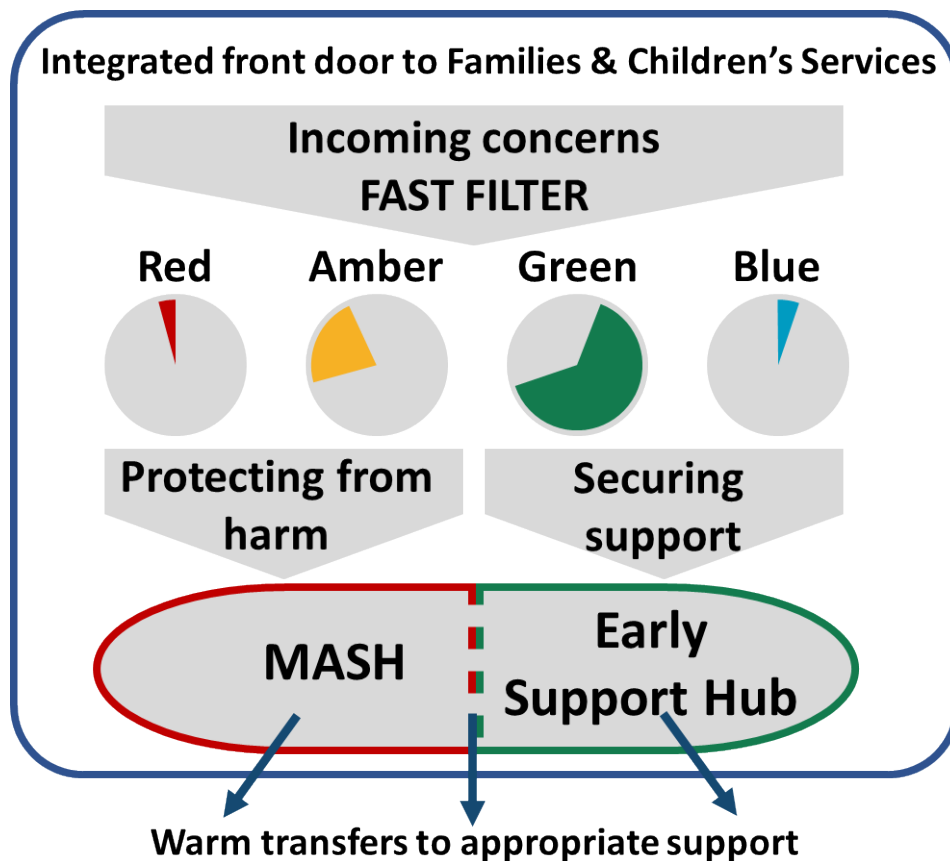
8. Council Business Plan

Families and Children's Transformation (FACT) programme supports the Council's business plan by working to:

- Create stronger communities
- Protect the vulnerable
- Deliver innovation

9. The **CMS (Case Management System)** 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.
10. The new case management system will enable users to input, read and retrieve information relevant to the child and family they are working with, allowing an improvement in our partnership working through the faster exchange of information. It will also provide a holistic view of the child and their family to help with good decision making, enabling practitioners to see the impact of any service provision to children and families. Furthermore, the new system will streamline IT and admin based activities, releasing staff time to spend with children and families and enabling integrated working across agency partnerships.
11. Following the fifth data migration exercise (out of six) in July, an extensive programme of testing has started. This will involve up to twelve staff from across Children's Services being co-located, and the Adult Care team have created space in their seating area so they can work together during this period. The new system is being rolled out from November of this year with partner agencies commencing access to the system in January 2019.
12. The activity in the **Working in an Outcomes Way** workstream has led to 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.
13. On 31st July 2018, the FACT Programme Board signed off proposals for the creation of the Early Support Hub and an implementation plan is currently being developed.
14. The Early Support Hub will support cases that do not meet the current thresholds for MASH intervention. 75% of Contacts to our front door do not require allocation to social care but require professional advice, consultation and careful brokering of appropriate early support.
15. We know that when we invest time and expertise to advise and support professionals effectively, we see less demand back into our front door as there is a higher likelihood that the child and family's needs will be appropriately met (as evidenced by CIN Step Down to Early Help audits and analysis of MASH Consultation outcomes).
16. Impact will be measured once the service is in place and conversations are underway to ensure that the model fits seamlessly into the access points of other partners and will result in services being represented in the MASH that currently aren't e.g. children's centres. It is anticipated that impact will be measured through:
 - Conversion rates to referrals
 - Re-referral rates

- Analysis of CAF (Common Assessment Framework) activity



17. Bringing in the service offers rotation opportunities for staff across the triage, MASH and Early Support Hub functions – which opens up opportunities for learning, skill development and gaining expertise and supports cross pollination of good practice. Providing effective skill transfer and capacity building of the Information Officer role by partnering them with Social Workers (or through having easy access to social work expertise)
18. 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.
19. 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 (as agreed at the FACT Board on 31st July 2018). This guidance will meet the Wiltshire Safeguarding Children's Board statutory requirements and be owned by them but will also incorporate a partnership approach to how thresholds will be managed reflecting a common language.

20. It is anticipated that this will promote a conversational based approach to determining the services required and encourage a holistic review of the family situation to ensure that all contributing factors have been taken into account.
21. The **partnership approach to supporting young people to live in their families and communities** workstream is developing 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.
22. The High Frequency Callers project is taking a multi-agency, multi-disciplinary, strategic approach to identify and enable 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 group will collectively learn about the way these systems work with and for the people who most frequently contact us, resulting in a small scale, localised trial to test potential improvements to our multi-agency service delivery. The results of this trial will be reviewed for subsequent introduction into operational delivery.
23. The wraparound, multi-disciplinary approach also supports projects such as the "No Wrong Door" (proposal agreed at the FACT board on 29th March 2018) which is implementing a 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.
24. 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.
25. Ensuring that the right staff with the right skills are in place to support the 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.
26. Improving outcomes for this group will reduce costs to the Local Authority and to a range of agencies (National Health Service and the police, etc) by building resilient families and young people that are less likely to engage in risky behaviour.
27. Through the successful implementation of the No Wrong Door project 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
 - Improve access to support in a crisis for young people and carers
 - Create increasingly attractive and innovative job roles and fostering opportunities.
28. It is anticipated that the No Wrong Door service model will begin delivering services to young people and their families in the autumn
29. The **Improving Permanency** workstream is reviewing 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.
30. The reunification and kinship care project will look to deliver further improvements in how we are able to support families in crisis to remain involved in the care of their children where appropriate, therefore avoiding the need for children to move into a care placement. The project will also require a focus on ensuring stability for children and young people, developing early approaches that secure the best outcomes for children, and strengthening the transition process for young people into adulthood and independence.
31. The projects in this workstream will require 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. This scoping work is currently underway and will lead to a number of proposals. It is recognised that progressing the work is likely to require a minimum degree of invest to save to create the sort after transformational goals.
32. The **Getting the Best Start in Life** workstream brings 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.
33. The integrated working in Early Years project is working closely with colleagues from various services including children's centres, to ensure that families experience coordinated and seamless support, with a smoother transition for children and families between services from conception to reception years.

34. This will be achieved by developing an integrated 0-2 years pathway, complete with an integrated assessment tool and multi-agency training. This includes reviewing job roles across Early Years services to eliminate duplication and look at how we maximise the use of resources that support families. A partnership conference is being held in November of this year to bring professionals together to take this work forward. The intended impact of this will ultimately lead to an increase in children reaching the end of their reception year with a good level of development (GLD).
35. The **Effective Workforce** workstream contains a variety of projects that are intended to develop a robust, appropriately trained, confident team across a number of organisations, who will work directly to support the best outcomes for families.
36. To this end, the one shared language and vision project has been established to bring a multi-agency, multi-disciplinary team of professionals together to explore the development of a shared, relationship-based approach to direct work with children and families across the partnership workforce. The project aims to provide families with seamless support from services and this means families feel all of the people supporting them are pulling in the same direction, using the same language consistently and not using jargon.
37. A multi-agency workshop was held on 26 July to plan this work, focusing on gaining an insight into the work and approaches of other agencies, preventing confusion and misunderstanding between agencies and families and exploring a common vision for working with families.
38. The impact of this project is a partnership workforce that shares a common language and approach, leading to improved outcomes for those families that we support.
39. A number of job role reviews will also be undertaken as part of this workstream, to ensure that duplication is eliminated by having a clear definition of roles and responsibilities for all staff, handoffs between staff within and between teams and between different agencies are reduced, and families are having their needs met by the most appropriate professionals that are supporting them.
40. The **Good Education for All** workstream is currently developing plans to ensure that all vulnerable children achieve their academic potential and has a particular focus on closing the gap for pupils from vulnerable groups. This will involve reviews of how to implement improved partnership working, resulting in a better understanding of how different agencies work together in a child-centred way.
41. Engagement sessions with schools and focus groups are being established during the Autumn term to help shape and develop the projects within this workstream, with a view to building a shared vision and approach for this workstream.

42. The **Partnership approach to being ambitious for children with SEND/disabilities** workstream is looking 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.
43. To this end a project group has been established to investigate the potential of a whole life service, offering seamless support to citizens through all stages of childhood and then into adulthood, aiming to maximise their independence and achieving the best possible outcomes.
44. 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 service to children young people and adults.
45. Central to developing the programme 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.
46. The programme is involved in engaging these groups in a number of ways that will help identify and prioritise work moving forward:
 - Countywide questionnaire running until 7th September to gain the views of children, young people and parents/carers
 - Promotion of the programme at local family events across the summer which have resulted in additional consultation and involvement opportunities
 - Engagement with partnership staff, young people and parents/carers to assist in the development of a Partnership Strategy replacing a number of key strategic activities and plans at an event at the end of September
 - Co-production strategy assessment will be completed by the partnership to provide a baseline for the perceptions of level of co-production achieved by individuals, teams and organisations
 - Discussions with partners to identify common issues across the partnership that will support the development of a Performance and Outcomes Framework
47. Further progress on the impact of the programme will be available in the next 6-12 months as the first projects reach and complete their delivery phase.

Safeguarding Considerations

48. The programme will improve joint working with partners and we hope to achieve integration in certain areas leading to improve practice and thus outcomes, protecting children from harm.
49. This includes working with adult services and housing differently, and commissioning services more effectively which would contribute positively in the safeguarding of vulnerable children and adults.
50. One of the principles of the programme is focussed on providing a more intensive response to families at an earlier point when needs arise in order to prevent them escalating into statutory services. This is reflected in a number of the projects within the programme where an earlier multi-agency response with a consistent lead professional and an improved system of information sharing will result in more stable, resilient families.
51. Throughout system change via the projects within the programme statutory responsibilities around safeguarding will be maintained.

Public Health Implications

52. The proposals require input from Public Health and will lead to improved health of the local child and adult population. The new service supports the holistic identification of a child and family's needs and an integrated approach to supporting them to achieve positive change – this leads to improved health and wellbeing

Environmental and Climate Change Considerations

53. Currently within the programme there is little anticipated impact on carbon emissions. This will need to be considered separately for each project during the scoping and planning phases.

Equalities Impact of the Proposal

54. Operational children's services works with our most vulnerable children and families, including those impacted by poverty and facing inequality. the programme supports and contributes to the Council's commitment to:
 - a) tackle inequalities and promote cohesive communities
 - b) not discriminate in the way we provides services to the public
 - c) not to discriminate in our employment related practices
 - d) promote equality and good relations between different groups.
55. An review of whether an equality impact assessment is required for the programme will be undertaken

Risk Assessment

56. **Risks that may arise if the proposed decision and related work is not taken**

1.	Inadequate change leads to significant service cut backs within the council adversely affecting the outcomes for children and families
2.	Insufficient resource available to prevent families' difficulties escalating and in doing so, improve their outcomes and reduce demand for higher tier services
3.	Failure to exploit internal and external opportunities to eradicate duplication, simplify and integrate processes and improve multi-agency integrated working and collaboration.

57. **Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks**

	Risk	Action to mitigate the risk
1.	Lack of cultural change across the partnership inhibits success of any transformational projects.	To mitigate against this staff and partners will be fully engaged in the design and transition process.
2.	Insufficient internal and partner capacity to progress project work due to operational pressures.	Emphasise to partners the key areas for partner engagement so co-production is strongest in these areas. Give advanced warnings of meetings or deadlines for input.
3.	Lack of co-production with children, young people and families results in limited improvement of their outcomes	Targeted engagement work will be undertaken with partners to agree strategic opportunities to engage children and families in initial consultation work, including community engagement events, social media campaign, schools' engagement

Financial Implications

58. It is anticipated that the programme will ensure that Families and Children's Services can maximise impact within the existing budget position. This recognises that savings will need to be made year on year and the programme will support the delivery of those savings with a view

to ensuring that the council delivers services that will improve outcomes from children and families, thereby reduce ongoing demand within social care.

Legal Implications

59. Each project within the programme will assess the legal implications of its intended outcomes and ensure that appropriate legal advice has been sought prior to decisions on services being made.

Options Considered

60. Projects within the programme that require a strategic decision will produce a paper detailing options that have been considered and rejected, as well as a preferred recommendation.

Conclusions

61. The conclusions reached having taken all of the above into account.

Proposal

62. The Committee is asked to note the progress made to date and recognise the commitment to the further development of performance and outcomes.
63. The Committee is asked to agree to a further progress update in twelve months' time.

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16th August 2018

Background Papers

None

Appendices

None