

Wiltshire Council

Children's Select Committee

05 March 2019

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

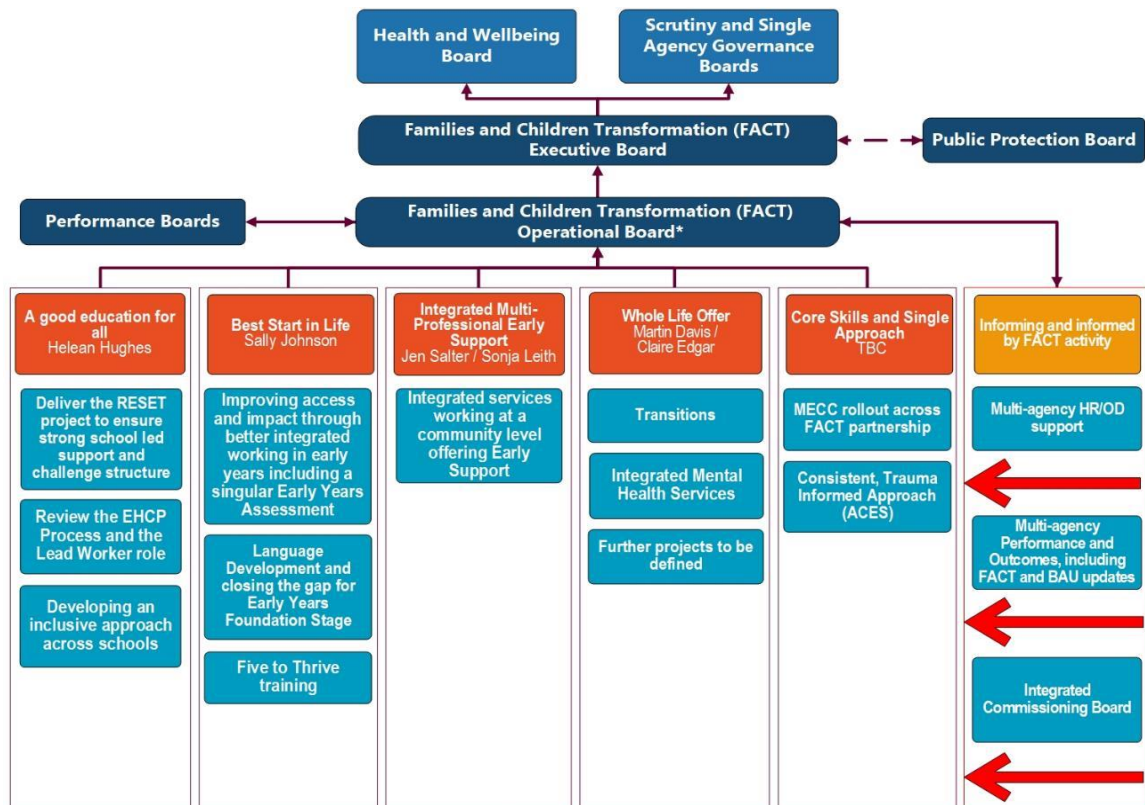
2. The report submitted to the Committee on 4th September 2018 outlined the progress on the projects underway within the programme.
3. This report will provide an update on the programme achievements for 2018 and outline the work plan for 2019. The number of workstreams for this year have shrunk in number with a number of significant achievements being realised last year however the workstreams going forward are substantial and offer transformational change for the partnership. The Driving Principles of the Programme have been lightly amended following consultation feedback but fundamentally remain consistent with the priority areas focussed upon last year.
 - **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 effectively 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.
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. 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). The Board 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 in order to do this.
 5. The FACT programme 2018 was 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. Workstreams were established and designed to respond to 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.

7. The new workstreams for 2019 are

- A good education for all
- Getting the best start in life
- Delivering 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



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



8. There were substantial achievements across the workstream areas in the past year
 - Established a highly functioning Partnership Board – The Board 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

Main Considerations for the Council

9. 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

10. 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 new case management system successfully went live in November 2018.

The CMS 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.

11. 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. There is more to do here and we plan in this year to develop this framework further with partners.
12. 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 will go live imminently 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.
13. Impact will be measured once the service is in place. It is anticipated that impact 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

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.

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 You Tube film has been produced to aid dissemination.

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

All of the above will be overseen within the New Workstream for 2019 – **‘Delivering Multi Professional Support at the earliest point’** The workstream is to be co-chaired between our Head of Service for Safeguarding and Support and a senior police colleague.

14. 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.
15. 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 'Delivering Multi Professional Support at the earliest point' workstream.

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.

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, amalgamates 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.

16. 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
 - Improve access to support in a crisis for young people and carers

- Create increasingly attractive and innovative job roles and fostering opportunities.
17. The **Improving Permanency** workstream is 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.
 18. 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.
 19. 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.
 20. "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; this is to be launched February 2019

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.

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 Skills and a Single Approach to how we support families** will be led by the Director for Public Health and see the roll out of Making Every Contact Count and Trauma Informed practice development across the partnership workforce.

21. 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.
22. 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.
23. 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 creates a suitably robust school improvement service. The workstream will also work with Headteachers 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.
24. 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.
25. 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.
26. 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.

27. 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.
28. 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.

Safeguarding Considerations

29. 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.
30. 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.
31. 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 multiagency response with a consistent lead professional and an improved system of information sharing will result in more stable, resilient families.
32. Throughout system change via the projects within the programme statutory responsibilities around safeguarding will be maintained.
33. The programme works closely with Public Health colleagues and will lead to improved health of the local child and adult population. The new services support 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

34. 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

35. 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.

36. An review of whether an equality impact assessment is required for the programme will be undertaken

Risk Assessment

37. **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 multiagency integrated working and collaboration.

38. **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 coproduction 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
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Financial Implications

39. 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

40. 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

41. 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

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

Proposal

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

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22nd February 2019

Background Papers

None

Appendices

None