

Wiltshire Council

Health and Wellbeing Board

18 May 2018

Subject: Families and Children’s Transformation (FACT) programme

Executive Summary

- I. The Families and Children’s Transformation (“FACT”) programme was formed with our partners sharing a “relentless ambition to enhance social mobility, build resilience and deliver efficient and impactful services that improve outcomes for families and deliver savings to the partnership”.
- II. The programme is partnership-led with strong engagement from across key agencies.
- III. The programme consists of 8 workstreams and over 30 projects all designed to deliver the programme vision of “Ensuring all Wiltshire Families thrive”
- IV. Further details are provided in the main report as an update to the Health and Wellbeing Board

Proposal(s)

It is recommended that the Board:

- i) Notes and agrees the FACT Board will be overseen by the Health and Wellbeing Board.
- ii) Notes the scale and ambition of this transformation programme – and supports its delivery as required.
- iii) Will request regular updates and/or items of interest from the FACT Board

Reason for Proposal

x . To ensure appropriate governance and oversight.

Presenter name	Terence Herbert
Title	Corporate Director
Organisation	Wiltshire Council

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Health and Wellbeing Board

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Purpose of Report

1. To provide an update to the Board on the Families and Children's Transformation (FACT) programme.

Background

2. Completion of Phase 1 of the Children's Services Integration project completed in October 2017 with the launch of an integrated early help and social care service within the council.
3. Scoping of Phase 2 identified a much wider range of opportunities for transforming our partnership offer to families and children in Wiltshire. Where appropriate, this includes our provision across both children and adult services as we explore the possibility of whole lifetime services.
4. As a result, the Families and Children's Transformation ("FACT") programme was formed with our partners sharing a *"relentless ambition to enhance social mobility, build resilience and deliver efficient and impactful services that improve outcomes for families and deliver savings to the partnership"*, thus ensuring:

"All Wiltshire Families Thrive"



Main Considerations

5. The FACT programme is overseen by the multi-agency FACT Board 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).

6. The FACT programme is comprised of eight workstreams covering all aspects of a child and families need for help and support:

✓ **Getting the best start in life**

This workstream Lead describes this workstream as “I’m passionate about everyone working better together to improve outcomes for children and families through the early years. The Maternity Transformation agenda and FACT provide a great opportunity for early years services across health and social care to come together to ensure children have the best start in life from the point of conception through the early years to when they start school. My ambition for this workstream is to **ensure that every baby and young child in Wiltshire thrives in their early years**, increasing their chances of leading a happy, healthy, safe and resilient adult life.”

✓ **Improving permanency for our children**

This workstream Lead describes this workstream as ...We want more children and young people to remain with their families when it is safe to do so. The aspiration of the permanency workstream is that when children and young people cannot remain living at home, we must ensure they achieve permanence in a timely and effective way. To do this, we must have sufficient available placements, countywide, which support our children and young people to achieve the best possible outcomes.”

✓ **A good education for all**

This workstream Lead describes this workstream asA Good Education For all is essentially about joined up working, there are parts that will involve structural changes but I believe the main aspects are about a better description of how all agencies work together in a child centred way; combining core principals and building better relationships resulting in an overall improvement in the way we work together to improve outcomes for Children and Young People and concurrently producing better joined up working.

✓ **A partnership approach to being ambitious for children with Special Educational Needs and Disabilities**

The Workstream Lead describes this workstream asWe want 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. We have an emerging blueprint of what needs to change and challenges we face but direct feedback from families about their experiences is key to co-producing the best services, which is why our next step is to connect with families through a series of roadshows about what works well for them.

✓ **Building an effective workforce and volunteer base**

This workstream Lead describes this workstream asOur aim is to create the most robust, appropriately trained, confident team who will work directly to

support the best outcomes for families. We want to ensure families experience consistent, and appropriately trained support from services and agencies all pulling in the same direction. Developing with partners an effective shared vision and language ensuring effective volunteer engagement and exploring a singular workforce are all going to involve working closely with our partner agencies to get the best outcomes for families”.

✓ **A partnership approach to supporting young people to live in their families and communities**

This workstream Lead describes this workstream as..... Our processes need to be transparent and clear so we can understand the journey for families. We need to work with families to identify the root cause of their need so we can support them until stability is achieved

An exciting area for pushing the boundaries of how we currently work with partner agencies is our ‘No Wrong Door’ project, where our aim is to provide young people who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency team.

✓ **Working in an outcomes-based way**

The workstream Lead describes this workstream as... We would probably all recognise that we measure more of how much we do rather than the impact it has and that it can be very challenging to make the important measurable.

Our ‘Developing a partnership performance and outcomes framework’ project is all about having a shared framework across our partnership which allows us to see whether we are truly making a difference to the children and families we work with. Having a shared interest in achieving positive outcomes helps us deliver our shared ambitions for families and children in Wiltshire by letting us know where we need to get better. A multi-agency group has met for the first time to start understanding what the project needs to achieve – exciting times!”

✓ **Case Management Systems development (IT-enabled integrated working)**

The workstream Lead describes this workstream as.....Our staff and partners need to be supported in their work with families by the very best Information Technology systems possible. In this context the very best means the most joined up, the least bureaucratic and the most user friendly. In our implementation of our new Holistic CMS system we are looking to progress along this path.

7. Learning from other change management programmes, the importance of employee engagement is not under-estimated. All workstreams are led by senior management who oversee a variety of projects within their workstream. Projects are led by staff and partners – approximately 400 of our joint workforce are involved in the FACT programme.

8. A visual of the workstreams (in blue) and their associated projects (in lilac) is shown below:

Case Management System (CMS) Theresa Leavy	Working in an outcomes way Tamsin Stone	A partnership approach to supporting young people live in their families and communities Jen Salter	Improving permanency for our children Susan Tanner	Getting the best start in life Sally Johnson	Effective workforce and volunteers Paula Marsh	A good education for all Nick Breakwell	A partnership approach to being ambitious for children with SEND / disabilities Martin Davis
Single View and portals	Front door and local pathways, including Partnership review of threshold documents and establishing a singular referral format/ assessment / plan review	Stable Housing Options Review	Kinship care, connected persons & SGO arrangements	Partnership pathway for SEN early help	Recruitment and retention review	Traded Services	Transport review
LiquidLogic Children's System (LCS)		Integrated mental health services	Reunification	Improving integrated working in Early Years	Engaging Effective Volunteers	Social Emotional Mental Health Review	Flexible Workforce
Early Help Module (EHM)	Partnerships commissioning review	Emergency Duty Service (EDS) review	Sufficiency of Wiltshire Council foster carers	Evidence-based programmes	Families and Children roles and functions review	Closing the gap in attainment at all key stages for vulnerable groups	Employment and training for all and exploring a whole life service (including for those with SEN, learning and/or mental health difficulties)
Early Years Education System (EYES)	Partnership performance and outcomes framework	YOT and Emerald Team roles/functions review	Sufficiency of IFA and Residential care placements	Easy access to the right, consistent information for professionals and families	Exploring with partners a singular workforce	Delegation and assessment (Schools and EHCP)	
		Implement 'no wrong door' model and ASP roles/functions review	Permanency for care leavers incl. Staying Put	Local Area Coordination	One shared language and vision	Lead Worker role review	
		High Frequency Callers					
		Family Led Review of Child Protection (CP) Interventions					

9. The core principles for the programme are:



10. There are seven Golden Threads which weave through the programme and which workstream and project leads are challenged to demonstrate how they are applied to their work:



Each project has begun with understanding the outcomes our service users want to achieve and have been developing workplans to deliver them – being truly outcome-focused for our children and families.

11. All programme and project members are taking a co-production approach – ensuring that new developments are created jointly with children, families and our workforce:

Level of Co-Production
Co-Production “We develop, decide, design and do together”
Participation “We decide together”
Consultation “You give us a choice then we decide”
Information “You inform us what is happening”
No Engagement “We do not have contact”

12. The FACT programme is about helping our families achieve good outcomes. By focusing on their needs earlier, reducing duplication (such as having to repeat their stories) and coordinating the right support more effectively there will be related savings and cost avoidance.

13. Examples of some of the priority projects are:

“No Wrong Door” – providing young people who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency team – preventing long term care or, when needed, securing stable placements.

“Exploring a Lifetime Service” – exploring a whole life service for children and adults with special educational needs and/or disability – creating seamless care.

“Front doors and local pathways” – developing an Early Support Hub to sit alongside our successful MASH.

“CMS” (Case Management System) – replacement of multiple IT systems within the council with the potential to deliver IT-enabled integrated working with partners.

“Improving integrated working in the early years” – delivering a new approach to delivering support for our very youngest children and their parents.

“One shared language and vision” – exploring the development of a shared, relationship-based approach to direct work with children and families across the partnership workforce.

“Closing the gap in educational attainment for vulnerable groups” – developing ambitious plans for ensuring all vulnerable children achieve their academic potential, setting them up for a lifetime of opportunity.

Next Steps

7. Since convening late January 2018 the Board has met twice. In that time, considerable progress has been made in driving engagement, scoping projects and developing robust workplans. Reporting will continue 6 weekly to maintain momentum. Regular reporting to the Health & Wellbeing Board is requested to ensure appropriate governance.

Presenter name	Terence Herbert
Title	Corporate Director
Organisation	Wiltshire Council

Report Authors: Theresa Leavy, FACT Programme Lead, Wiltshire Council
Name, title, organisation