

## SCHOOLS FORUM

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### MINUTES OF THE SCHOOLS FORUM MEETING HELD ON 28 JUNE 2018 AT COUNCIL CHAMBER - COUNTY HALL, TROWBRIDGE BA14 8JN.

#### Present:

Lisa Percy (Vice-Chair), Neil Baker (Chairman), Aileen Bates, Tracy Cornelius, Jon Hamp, John Hawkins, Sue Jiggins, John Proctor, Nigel Roper, Catriona Williamson, Phil Cook, Victoria Allison and Mark Cawley

#### Also Present:

Grant Davis (Strategic Financial Support Manager), Lisa Pullin (Democratic Services Officer), Tamsin Stone (Lead Commissioner), Alan Stubbersfield (Interim Director – Education and Skills), Marie Taylor (Head of Finance – Care), Councillor Phil Whalley (Observer - Portfolio Holder for Education and Skills) and Judith Westcott (Acting Head Commissioner)

#### 24 Apologies and Changes of Membership

Apologies were received from Andy Bridewell (PHF Vice Chair), Nicola Coupe (Salisbury Diocesan Board of Education), Jen Jones (Observer from Wiltshire College) and from Terence Herbert (Corporate Director – Wiltshire Council).

Nicola Coupe (School Improvement Advisor) is the new representative from the Salisbury Diocesan Board of Education, although was unable to be present at the meeting.

Victoria Allison from Wiltshire College attended in place of Jen Jones.

#### 25 Minutes of the Previous Meeting

The minutes of the previous meeting held on 22 March 2018 were approved as a correct record.

#### **Resolved:**

**That the Chairman sign the minutes of the meeting held on 22 March 2018.**

#### 26 Chairman's Announcements

The Chairman welcomed Marie Taylor (Interim Head of Finance) to the Forum and asked all others present to introduce themselves.

The Chairman suggested that Agenda item 7 (Update from Families and Children's Transformation (FACT) Programme Board be brought forward to be the first item for consideration and this was agreed.

The Chairman asked Grant Davis (Schools Strategic Financial Support Manager) to provide a verbal update on the National Funding Formula.

Grant reported that he had attended a meeting in Sheffield regarding the National Funding Formula recently and that the DfE announced that there was to be an increase in the 'minimum per pupil funding' rates of £200 in both primary and secondary to £3,500 and £4,800 respectively. Other tweaks to the NFF were discussed including the continuation of the 'soft' formula in 2019-20 and the Schools Financial Value Standard (SFVS). The SFVS process is subject to a DfE review and although they would remain for the 2018/19 year, they would be reviewed in 2019/20 and would be introduced under a different guise.

We would receive guidance on NFF in July and confirmation of our NFF funding in September/October. A further update would be presented at the next Schools Forum meeting.

#### 27 **Declaration of Interests**

There were no declarations of interest.

#### 28 **Wiltshire Schools Forum Membership and Terms of Reference**

Lisa Pullin (Clerk to the Panel) referred to the Proportionality, Membership and Terms of Reference report that had been circulated with the Agenda. As part of best practice, a proportionality of membership review had been carried and as there had been limited changes to the numbers of Wiltshire schools which had converted to academies, it was not proposed that there were any changes made to the numbers of membership of the Schools Forum.

The Terms of Reference that were last approved in October 2015 had been reviewed by Grant Davis and he was suggesting a change to paragraph 2.2 of the Terms of Reference. This change would clarify who had observer status to the Forum. Any changes to the TOR's would need to be presented to the Cabinet Member for Education & Skills through the delegated decision process.

The Forum were also being asked to confirm the current membership and note that there were currently vacancies for the following:

- A primary academy representative
- A secondary Governor representative
- A primary Governor representative.

It was agreed that we should request representatives to fill these vacancies from the Primary Heads Forum and Wiltshire Governors Association.

The Forum noted that a request had been received from Lucy Townsend (Director – Families and Children’s Services) for Nick Breakwell (Head of Service – SEND) to attend future meetings of the Forum. Discussion then followed on other bodies that could be represented at the Schools Forum meetings and it was agreed to seek representatives from the following (who would have Observer status)

- Wiltshire Parent Carer Council
- Wiltshire Children and Families Voluntary Sector Forum
- Local Youth Network

**Resolved:**

**That Wiltshire Schools Forum:**

- a) **Notes that the proportionality of the Forum has been reviewed and that no changes are recommended.**
- b) **Agree to seek representatives from the following (who will have Observer status)**

- i) **Wiltshire Parent Carer Council**
- ii) **Wiltshire Children and Families Voluntary Sector Forum**
- iii) **Local Youth Network**

- c) **Endorse the following changes to paragraph 2.2 to the Terms of Reference by removing the following**

~~In addition to voting members there are 5 observers, 1 each from the 13-19 Strategic Partnership and ASK, 2 elected governor representatives from the Council’s Children Select Committee are also invited as observers ex officio and the Education Funding Agency has observer status.~~

**And replacing it with the following wording:**

**In addition to voting members, the following representatives will have observer status:**

- i) **Education & Skills Funding Agency**
- ii) **Post-16 representative**
- iii) **Wiltshire Parent Carer Council**
- iv) **Wiltshire Children and Families Voluntary Sector Forum**
- v) **Local Youth Network**

**Then request that that these changes to the Terms of Reference be presented to the Cabinet Member for Education & Skills for approval through the delegated decision process.**

- d) **Notes the current Membership details of the Forum.**

- e) **Recommends that representatives to the vacancies detailed in the report be requested to be appointed by the Primary Heads Forum (PHF), and Wiltshire Association for Secondary and Special Heads (WASSH) and Wiltshire Governors Association (WGA) as soon as possible.**

29 **Reports from Working Groups**

The meeting received and noted the minutes from the following working groups:

- Early Years Reference Group; and
- School Funding Working Group and SEN Working Group (joint meeting).

**Resolved:**

**That Wiltshire Schools Forum note the minutes of the Early Years Reference Group meeting held on 4 May 2018 and the joint meeting of the Schools Funding Working Group and SEN Working Group meeting held on 11 June 2018.**

30 **Update from the Families and Children's Transformation (FACT) Programme Board**

Tamsin Stone (Lead Commissioner) was present to provide an update on the Families and Children's Transformation (FACT) Programme Board. This was in place of the usual Children and Young People's Trust Board update as this Board had now ceased. The presentation is attached as **Appendix 1** to the Minutes. Tamsin highlighted the following:

- That FACT is a partnership of agencies working together to achieve whole-system change – in order to significantly improve the chances of all our children living safely, healthily and happily in their own families and communities. It was identified that the agencies need to work together differently due to pressures on public funding, the need to eradicate gap and duplication and to improve outcomes for vulnerable children;
- There were five driving principles for FACT and the programme would follow the principles of system leadership and will focus on the outcomes; and
- There were 8 partnership workstreams with over 30 projects making up those streams. Each project had a lead that would report to the 8 workstream leads who would report into the monthly FACT Board meetings. The FACT Board then reports into the Health and Wellbeing Board.

Some highlighted examples of planned activities were given as:

- Co-producing a shared Partnership Strategy with children, families and partners;
- Investing in Systems Leadership;
- Developing an Early Support Hub and local pathways – to work seamlessly with the exiting Multi-Agency Safeguarding Hub (MASH);
- Exploring IT- enabled partnership working via a new Case Management System
- A review of SEN support for children with Social, Emotional and Mental Health difficulties and a review of the Lead Worker function.

Tamsin asked how best to ensure Schools engage with the programme – to shape and define the project priorities and participate in the development work. The Forum suggested that the FACT Team liaise with the Primary Heads Forum (PHF), Wiltshire Association of Secondary School Heads (WASSH) and the Wiltshire Governors Association (WGA) and attend their meetings when appropriate.

The Chairman thanked Tamsin for her attendance and requested that further updates be provided as required.

**Resolved:**

**That Wiltshire Schools Forum receive an update from the FACT Board at their next meeting on 11 October 2018.**

**Appendix 1 to the Minutes - FACT Presentation**

31

**Revenue Budget Outturn 2017-18 - Dedicated Schools Budget**

Marie Taylor (Interim Head of Finance) referred to the Revenue Budget Outturn Report for 2017/18 which had been circulated with the Agenda. Marie highlighted the following:

- The DSG was underspent by £0.509m which was an improvement of £1.381 million compared to the forecast at the end of January 2018. Any under or overspend against the DSG is carried forward to the following financial year and the underspend will be transferred to the earmarked DSG Reserve.;
- The main variances were overspend on SEN of £1.722m and underspend on Early Years of £0.617m; and
- Wiltshire, whilst in a difficult position, were in a better position than some other local authorities.

**Resolved:**

**That Wiltshire Schools Forum note the outturn position for the Dedicated Schools Budget in 2017/18.**

## 32 **Funding Factors - Trade Union Facilities Time**

Grant Davis (Schools Strategic Financial Support Manager) referred to the report on Funding Factors – Trade Union Facilities Time that was circulated with the Agenda. Grant highlighted the following:

- This was last discussed at the Forum meeting on 5 October 2017, when it was agreed that the Trade Union Facilities Time budget be increased from £50,000 to £60,000 in line with the commitments against the budget;
- The teaching unions have requested that it is brought to the attention of the School Funding Working Group that the budget may be insufficient to cover the draw against it for 2018/19 and that a further increase may be necessary, in light of requests also coming through from Support Staff Unions; and
- There is a projected overspend and the budget for the facility fund for 2019/20 would need to be reviewed in the Autumn when agreeing the 2019/20 budgets and consideration will need to be given to any parameters to attach to this budget.

**Resolved:**

**That Wiltshire Schools Forum**

1. **Note the potential overspend against the 2018/19 budget for the Facilities Fund Budget.**
2. **Review the budget for the Facilities Fund Budget for 2019/20 in the Autumn when agreeing the 2019/20 school budgets, along with any parameters around apportionment of the budget.**

## 33 **Guidance on Provision for pupils with SEN in Secondary schools**

Judith Westcott (Lead Commissioner, SEN) referred to the proposed revised guidance on provision for pupils with SEN in secondary schools and report that had been circulated with the Agenda.

Judith explained that following a request from Schools Forum, they were tasked to look at the guidance on SEND provision in Secondary Schools. This guidance has now been developed and has incorporated the 2014 Children and Families Act guidance for Enhanced Learning Provision (ELP) to ensure that ELP was fulfilling its function as the follow on provision to resource bases in primary schools.

A working group of SENCO's from secondary settings was set up and they drafted a new set of guidance which sought to address these issues. This was sent out to all Secondary Schools asking them to review the draft guidance. Three workshops were set up and Business Managers and secondary

SENCOS were invited to comment on and review the draft. Following this, minor changes were made to the guidance and it was resent to all schools.

Schools Forum were being asked to approve the proposed guidance for SEND Provision in Secondary Schools.

The Chairman referred to Appendix 1 which set out the number of places agreed with each of the secondary schools for the 2018/19 year and asked if SENCO's were surprised with the numbers of ELP places at some schools. Judith confirmed that they were surprised to see the lack of parity across all the secondary schools.

A Forum member asked if the guidance had gone through to WASSH for consideration. Judith confirmed that it would do, although individual schools would have seen it through the consultation period.

The Chairman wished to express the Forum's thanks to the SEND Teams and SENCO's and to Judith for carrying out this large piece of work so well.

**Resolved:**

**That Wiltshire Schools Forum approve the proposed Guidance for SEND Provision in Secondary Schools.**

34 **Special School Update**

Alan Stubbersfield (Interim Director – Education & Skills) provided a verbal update on the consultation on options for the future of Special Schools in the north of the county to increase the capacity by 150 places by 2026. Alan urged all schools to respond to the consultation which is running from 13 June to 31 July 2018 (link below). Some responses had already been received, mostly from those in the north of the county.

[http://wiltshire.objective.co.uk/portal/education/special\\_school\\_provision\\_in\\_wiltshire](http://wiltshire.objective.co.uk/portal/education/special_school_provision_in_wiltshire)

Following the consultation, the responses would be pulled together to identify options for the direction of travel and this would be presented to Cabinet in September 2018. A single way forward would then be subject to a second round of consultation with conclusions expected to go to the January cabinet. The proposed way forward would then be sent to the Secretary of State and it would be 2019 before a final conclusion is reached.

An implementation process with a 3-year timescale would then follow. This was an ambitious high-profile project for the Council and they are prepared to invest many millions of pounds into it to make sure that it provides the best solution for Wiltshire's young people.

**Resolved:**

**That the Special School update be noted.**

35 **Request from Exeter House Special School**

Grant Davis reported that a request had been received from Exeter House Special School for additional funding as they had expanded their provision and were also running the school from the former John Ivie Centre in Salisbury. This had been led by the school to enhance their provision and was not Council led, but given that the Council were reviewing operational capacity for special school places, this request would be considered.

Grant explained that in principle the Council could look at the high needs block funding as the Council is continuing to look at increasing capacity. A review of the costs and whether it was feasible to run the school on a second site and the additional costs would need to be fully considered.

Forum members asked the following questions:

Q Is the John Ivie Centre currently being used by Exeter House School as it looks derelict from the outside?

A Yes, it is currently being used and it is shared with a church group who use it on a Sunday.

Q Did the local authority promise funding for the school to expand to another site at any point?

A No, Exeter House went ahead with the expansion of the school and the possibility of additional funding was not discussed – they did it to enhance their own provision. With this request now coming in this is giving us an opportunity to review and the potential options going forward for the school to expand.

Q We had previously said no to their request for additional funding and now as they are already up and running, why are they requesting funds from us if they thought they could do it without us?

A That's what we need to find out from them – are there additional pupils now on that site?

Q If funding was granted to Exeter House, would this affect other top up payments?

A This is what we need to consider/balance out. If we cannot provide special school places when needed we would have to use placements out of county and these can cost twice as much.



Marie Taylor confirmed that there would be a group set up to review this request from Exeter House and that the comments received from Schools Forum would be noted as part of the response. An update would be provided at the next Forum meeting.

**Resolved:**

**That the request from Exeter House School be noted and that an update be received at the meeting on 11 October 2018.**

36 **Confirmation of Dates for Future Meetings**

The Forum noted that the future meetings would be held on:

11 October 2018 and  
6 December 2018.

37 **Urgent Items**

There were no urgent items.

(Duration of meeting: 1.30 - 2.55 pm)

The Officer who has produced these minutes is Lisa Pullin of Democratic Services,  
direct line 01225 713015 , e-mail [committee@wiltshire.gov.uk](mailto:committee@wiltshire.gov.uk)

Press enquiries to Communications, direct line (01225) 713114/713115

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An introduction to the Families and Children's Transformation (FACT) programme.



# Contents

- 1. What is FACT?**
- 2. Why FACT? Why now?**
- 3. What are we hoping to achieve?**
- 4. How? Programme approach**
- 5. How? Reporting and governance**
- 6. How? Workstreams and projects**
- 7. Engagement**

## Presentation objectives

- Explore the reasons why we have a transformation programme
- Understand what the FACT programme is about and the outcomes we are looking to achieve
- Share the wide range of FACT projects and how they fit together
- Describe the programme approach, roles and expectations and governance arrangements
- Share how to get involved



## What is FACT?

- FACT stands for **Families and Children's Transformation**
- FACT is a **partnership** of agencies working together to achieve **whole-system change** – in order to significantly improve the chances of all our **children living safely, healthily and happily** in their own families and communities

## Why FACT? Why now?

### Children's Services (national picture):

- The Local Government Association (LGA):
  - £500m cut in Early Help government funding since 2013 and projected cuts of £183m by 2020 - a 40% overall reduction.
  - 75% of councils exceeded their children's social care budgets by a total of £605m in 2015/16.
  - unprecedented surge in demand with a 140% increase in child protection enquiries in the past 10 years.
- One in every five children in England referred to children's services before the age of five (UCLan).
- A referral is made to children's social care every 49 seconds.

## Why FACT? Why now?

### Wiltshire Council:

- Currently we spend almost £1 billion each year on more than 350 services.
- Government funding has reduced by £25 million.
- Facing £27 million of pressures (demand, inflation and national pay award).
- So need to find £52 million of savings and additional income.  
Proposed:

- £26 million from council tax and adult social care levy.
- £26 million from savings and additional income.



## Why FACT? Why now?

### NHS (national picture)

- Ageing population and with more long term health conditions
- Increasing demand on A&E; pressure on wards; cuts to community-based provision
- More expensive drugs; more costly care – spend per person has increased more than 2.5 times since 1997
- Institute for Fiscal Studies believes over the 10 years to 2020 the NHS budget across the UK will not have increased enough to keep pace with the ageing and growing population.

### Wiltshire NHS picture:

- By 2017/18 there is likely to be a £100 million annual funding gap in the Wiltshire, B&NES and Swindon area.

## Why FACT? Why now?

### Education

- Institute for Fiscal Studies: 'Schools have not experienced this level of reduction in spending power since the mid-1990s'
- National Audit Office forecast a £3 billion real-terms cut to school funding by 2020
- DfE figures show that 4,152 children with SEN/Disabilities went without a place last year, up from just 776 in 2010
- Continuing cost pressures: non-pay costs, growing school population, agreed pay increases, national living wage, increased NI and Pension contributions.

## Why FACT? Why now?

### Police

- Wiltshire Police has received £19 million less funding from central government in real terms since 2010 but has responded to more crimes and supported more members of the public year on year.
- Wiltshire received the fourth-lowest funding per resident in England and Wales last year.

Pressure felt across the whole system

Requires whole system thinking

## Why we need to work together differently

- Pressures on public funding will continue for the foreseeable future, creating an imperative for better performance within constrained funding envelopes
- The need to eradicate gap and duplication as it is both wasteful and dangerous
- A concern that there is insufficient progress on improving outcomes for vulnerable children and more should be done to accelerate this.
- Whilst generally Wiltshire is a good place for children to grow up the gap for our vulnerable children is of concern.

- Our children's emotional wellbeing is not as good as we would want – admission to hospital for self harm rates are poor.
- Too many of our children living in poverty don't do as well as their peers only 40% are assessed as school ready
- The gap in educational outcomes continues across the years
- Whilst the numbers of Looked after Children are relatively stable too many of our young people experience multiple admissions to care.
- We have professional concerns in relation to the threshold for Child Protection interventions – this is borne out in national studies

## One page profiles (“Infographics”)

- Designed to provoke and stimulate
  - Early Years
  - SEN and Disability
  - Vulnerable young people
  - Looked After Children and Care Leavers
  - Our workforce
  - Being outcomes-focused
- How well do we know really ourselves?
- Do we see the connections?
- How truly ambitious are we?
- Whose outcomes?

Embedded file:  
double click to open

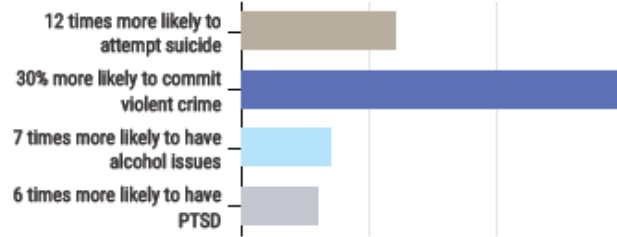


Infographics


90% of a child's critical brain development happens by age 5

A child's early years - what do we know?

Childhood **abuse or trauma** changes the brain from a learning brain to a survival brain, deeply affecting a child's development:



# Early Years in Wiltshire

 16,600 (44%) of 0-5s live in the top 5 community areas for crime

**1 in 3** children do not start school with a Good Level of Development - and they'll fall further behind

 **50% of referrals to our Serious Case Review Panel are for babies less than 1 year old**

**16% of 0-5s live in areas with the highest rate of MASH contacts related to domestic violence**

**13.4% of children aged 0-4 are living in deprivation**

Right now we have 716 under 5s with social services at risk of abuse or neglect. What will their adult life in Wiltshire look like?



Where does your agency come across our youngest children?  
 What are our aspirations for them?  
 How do we move from 'developing' to 'maturity' on the Troubled Families maturity matrix?  
 What are our **shared priorities** to make the biggest difference?



CDC-Kaiser Permanente Adverse Childhood Experiences (ACE) Study - 1995-1997  
 Police Crime Statistics (offences between Feb 2015 and Jan 2016)  
 Children's Social Care - contacts by community area and type Apr-Dec 2015  
 Adults Surviving Child Abuse (ASCA): The cost of unresolved trauma and abuse (2015)  
 Local Authority Intelligence Tool (LAIT) 2014  
 Wiltshire Child Poverty Needs Assessment 2014 (including DWP child poverty figures 2011)  
 EYFS September 2017 school intake

One page profile example: Early Years

# What are we hoping to achieve?

## Five Driving Principles for FACT

- **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 **reduce spend** 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.



## How?

### Programme approach

- We will deliver the programme in a **co-production** framework engaging with families, children and young people, staff and partners
- We will ensure these **synergise** with other projects & development work
- The Programme will follow the principles of Systems Leadership. 'System leaders' have clear, **shared priorities** that are grounded in the **needs of their communities** and not in the interests of individuals or their organisations.
- The programme will define and **model the values and behaviours** we want to operate when working with children, families and with each other.
- The Programme will **Obsess about Outcomes!**

## How?

### Being Obsessed with Outcomes!

- My family life is better
- My work life is more rewarding
- The quality of what I deliver/receive is better
- We all know we are spending our scarce resources well
- We can be more confident that we will be able to continue to offer crucial support to people in need

## How?

Partnership reporting and governance

Health & Wellbeing Board

FACT Board

Workstream Leads

Project Leads

# How?

## Programme structure

### **8 Partnership Workstreams**

1. Getting the best start in life
2. Being ambitious for children with special educational needs and disabilities
3. Supporting young people to live in their families and communities
4. Improving permanency for Looked After children
5. A good education for all
6. Working in an outcomes-based way
7. An effective workforce and volunteers
8. An integrated Case Management System

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

**Supporting young people to live in their families and communities**

Stable Housing

Integrated Mental Health

Emergency Duty Service

YOT & Emerald Team roles/functions review

Implement a "No Wrong Door" model

High Frequency Callers

Family Led Review of Child Protection Interventions

**Getting the best start in life**

Partnership pathway for SEN

Improving integrated working in the Early Years

Improving awareness and access to EY programs

Easy access to the right, consistent info for professionals and families

**Effective Workforce & Volunteers**

Recruitment & retention review

Engaging effective volunteers

Families & Children's roles & functions review

Exploring with partners a singular workforce

One shared language and vision

**Improving permanency for our children**

Kinship care, connected persons & SGO

Reunification

Sufficiency of in-house foster carers

Sufficiency of IFA & Residential placements

Permanency or Care Leavers incl. Staying Put

### Integrated Case Management System

- Early Help Module (EHM)
- Early Years Education System (EYES)
- LiquidLogic Children's System (LCS)
- Single View & Partners Portal

### Working in an outcomes way

- Front doors & local pathways – including thresholds and a singular assessment and plan
- Partnership 'Performance & Outcomes' framework

### A good education for all

- Social Emotional Mental Health Review
- Traded Services
- Closing the gap in attainment at all key stages for vulnerable groups
- Delegation and assessment (Schools and EHCPs)
- Lead Worker role review

### Being ambitious for children with SEN/D

- A flexible workforce
- Transport review
- Employment and training for all
- Exploring a whole life service (including those with SEN, learning difficulties and/or mental health difficulties)



## Some highlighted activity:

- Co-producing a shared Partnership Strategy with children, families and partners
- Investing in Systems Leadership
- Developing an Early Support Hub and local pathways
- IT-enabled partnership working via new Case Management System
- A good education for all – including SEMH Review and SEND Lead Worker role review





Contact us at  
[FACT@Wiltshire.gov.uk](mailto:FACT@Wiltshire.gov.uk)

**FACT Programme Team:**

David Ashdown  
Kirsty Balsillie  
Martin Coates  
Theresa Leavy  
Heather Lovelock  
Tamsin Stone

Joanne Hobbs  
Gav Roberts  
Lauren Collins  
Ashleigh Doyle  
Paul Fisher-Thompson

**Thank you!**

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