

**Families and Children's Transformation (FACT) –  
Programme Update**

**Purpose of report**

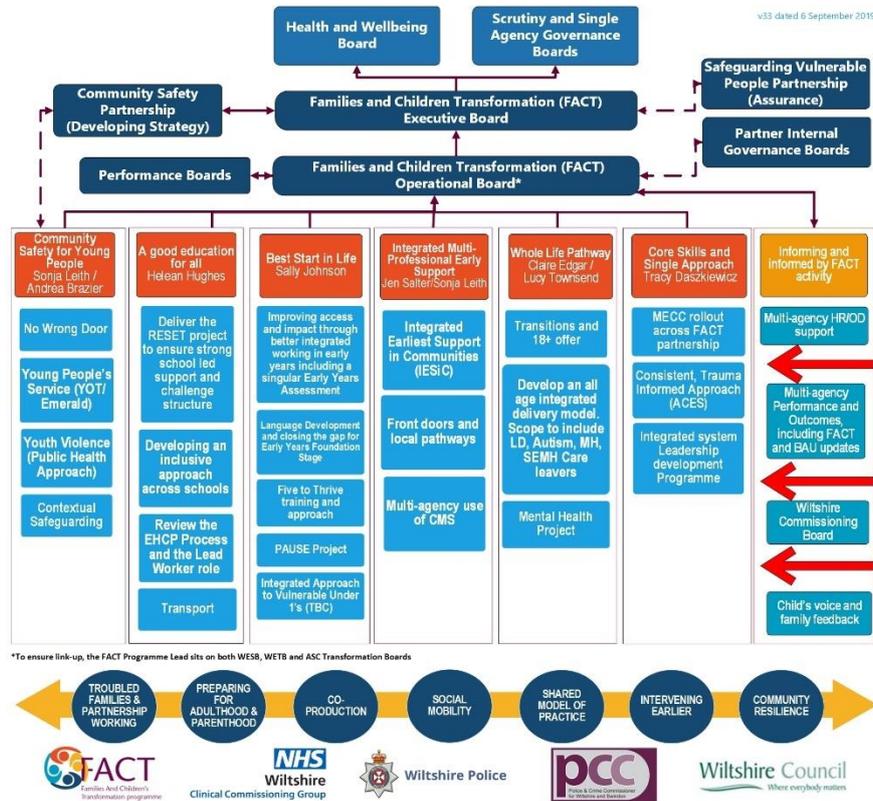
1. This is a regular update to the Children's Select Committee on progress and future plans.
2. This report will provide an update on the FACT Programme progress over the last twelve months and the future plans for each workstream. Since the report to the Children's Select Committee in March 2019 an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

**Background**

3. The Families and Children's Transformation (FACT) Programme is designed to move to a systemic integrated practice model that is framed around intervening earlier and building resilience in our communities to support families to care effectively for their children.
4. As a transformational partnership programme, the benefits from the work undertaken will be shared across the whole system improving outcomes for the people of Wiltshire.
5. The Families and Children's Transformation (FACT) Programme was set up in early 2018 to deliver whole system change based on a set of five driving principles.
6. Whilst the five driving principles have remained broadly the same, following the completion of several key elements of the programme towards the end of 2018/early 2019 plus a partnership day to identify key shared priorities, the programme was slightly restructured.
7. Successes from the original programme include the delivery of the **Early Support Hub** to support cases that do not meet the current thresholds for MASH intervention and the **Diagnostic and Referral Tool (DART)** which supports the holistic identification of early need, signposting and identifying sources of support. An assessment of the impact of the introduction of the Early Support Hub will be undertaken over the next few months and reported back via the MASH annual performance review in May 2020.
8. In early 2019 the partnership Programme Board was reorganised into an Operational Board and Executive Board to facilitate a greater level to

transparency of the programme decision making and ensure decisions relating to commissioning and resourcing across the partnership could receive the appropriate scrutiny.

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



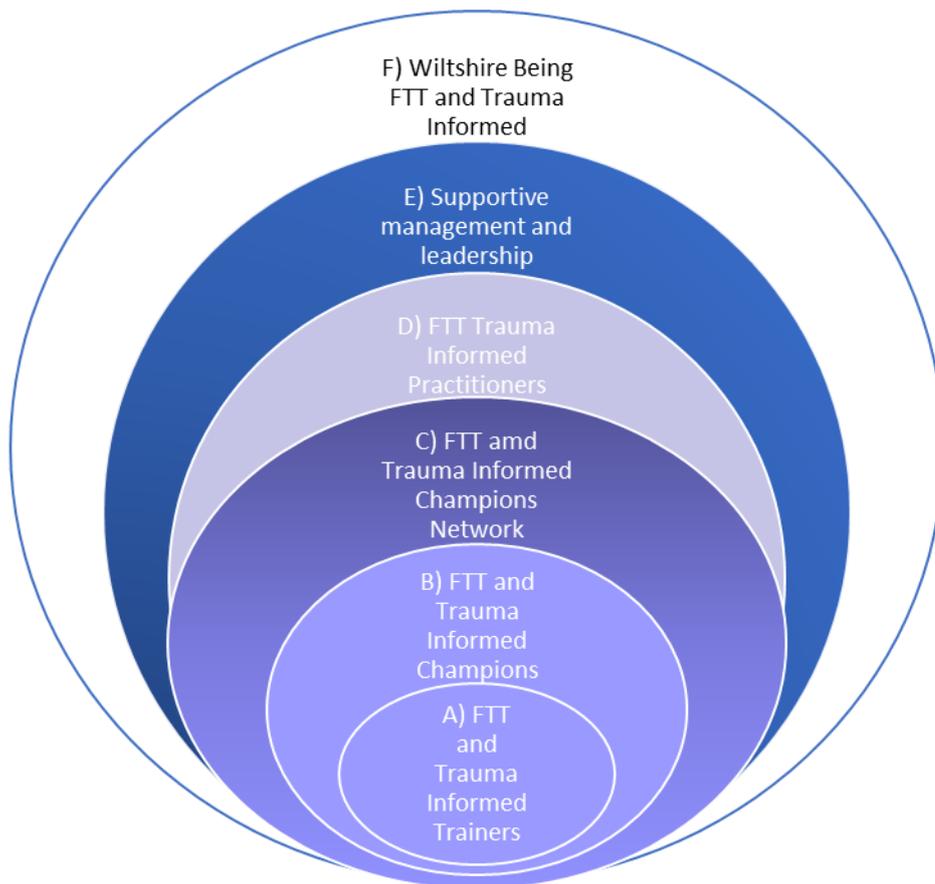
- Both the Operational Board and the Executive Board operate with a rotating chair and whilst this is currently with the Director for Families and Children’s Services and the Chief Executive Officer – People respectively, this will rotate to a police or health colleague during spring 2020. This shared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

**Main considerations for the committee**

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

12. The workstream will also see completion of the delivery of the **Stronger Families Team** (formally **No Wrong Door**) through Ofsted registration of the residential element of the service during spring 2020. This will provide a short-term emergency place for young people 10-17 to stay to rebuild familial relationships or provide an opportunity to stabilise an existing placement. The aim is to avoid taking young people into care unnecessarily by providing wrap around intensive support.
13. The outreach element of the service has seen some significant improvements for some young people with reductions in suicide attempts and missing episodes. The FACT Executive Board has agreed to an independent evaluation of the service which will demonstrate achievement against outcomes and also provide the business case for partners to review the multi-agency temporary support that has been embedded into the service with a view to making this a longer term arrangement.
14. The new **Young People's Service** combining the Youth Offending Team and Emerald CSE Team and Stronger Families plans to go live in spring 2020. Drafting of new role descriptions for specialist workers is underway and recruitment has commenced. The function of the new team will expand to become a case holding service with a stronger focus on the development of tools around child criminal exploitation (CCE).
15. The **Young People's Service** will also use the **Contextual Safeguarding** approach as one of its core practice methodologies. The work with the University of Bedfordshire is ongoing and Wiltshire is being seen as a pioneer in some areas of its approach which is being promoted jointly by the FACT Programme and the Safeguarding Vulnerable People's Partnership. Introductory briefing sessions on the approach to improve how we work together across the partnership to protect young people at risk of exploitation started in October and will run until the end of this month. More detailed training sessions will be run throughout 2020 and then be embedded in business as usual activity.
16. Workstream two – **A Good Education for All**, has delivered against some of the recommendations within the **RESET** project (Reshaping Education and Skills, Regeneration and Major Projects) in restructuring some of the internal services to better align to the current working relationships both within the Council and externally with schools and partners. Work has taken place to ensure there is a robust school effectiveness service and there will also be a focus on work readiness and engagement with local businesses to identify and promote the skills required to support Wiltshire's economy.
17. Regular Headteacher briefing sessions have were introduced in September 2019 and have been accessible via webcast to improve participation by those schools who may find it difficult to release staff to attend a face-to-face session. The briefings are run in the same format from Monday to Thursday in one week and will be repeated termly. This has given the project lead for the **Inclusive Approach across Schools** the opportunity to begin engagement with schools. This has been followed up with ongoing one to one visits to individual schools to discuss current issues and the future approach that will be co-produced with schools.

18. The **Inclusive Approach** project will also incorporate the review of the Education Health and Care plan processes and role of the SEND Lead Worker which has previously been a separate project. Bringing these together will ensure consistent conversations take place with schools about the roles for those supporting people with the most complex needs in the early years and school environments.
19. The **Transport** project will be re-energised moving into 2020 following actions so far including updating routing software to make journeys more efficient and beginning a review of entitlements to passenger assistants. There is further work that can be done and this will be scoped over the next few months.
20. Workstream three – **Best Start in Life** has been making significant partnership progress in engaging staff across the early years sector in developing a multi-agency approach to speech, language and communication. Several whole workstream meetings have been held and will continue to be held on a regular basis to maintain and improve engagement. Improving outcomes in this area will have significant long-term impact across the whole system.
21. There has been significant progress in developing a bespoke training model for **Five to Thrive** which will also incorporate **Trauma Informed** awareness training. The model has been developed with Kate Cairns Associates (KCA) and an implementation plan has been developed.
22. The training is called **Five to Thrive: Attachment, Trauma and Resilience** and to respond to the diverse areas of focus of the 0-19 workforce the training will be slightly tailored to ensure the training speaks to different staff groups. Training dates are being identified for 12 Champion training courses over the next year and the ambitious programme will train up to 600 Champions in the first year with up to 25 Champions later progressing to become trainers making the model sustainable to rollout. The trainers will cascade a light touch version of the course to the wider workforce.
23. The training programme is jointly funded across the FACT partnership and those contributing have agreed for approximately 10% of Champion spaces to be made available to voluntary sector partners. An illustration of the model is set out below:



FTT Champions and Trainers make up the Network

FTT Practitioners are trained by the trainers

Supportive management and leadership enables Wiltshire to Be Five to Thrive

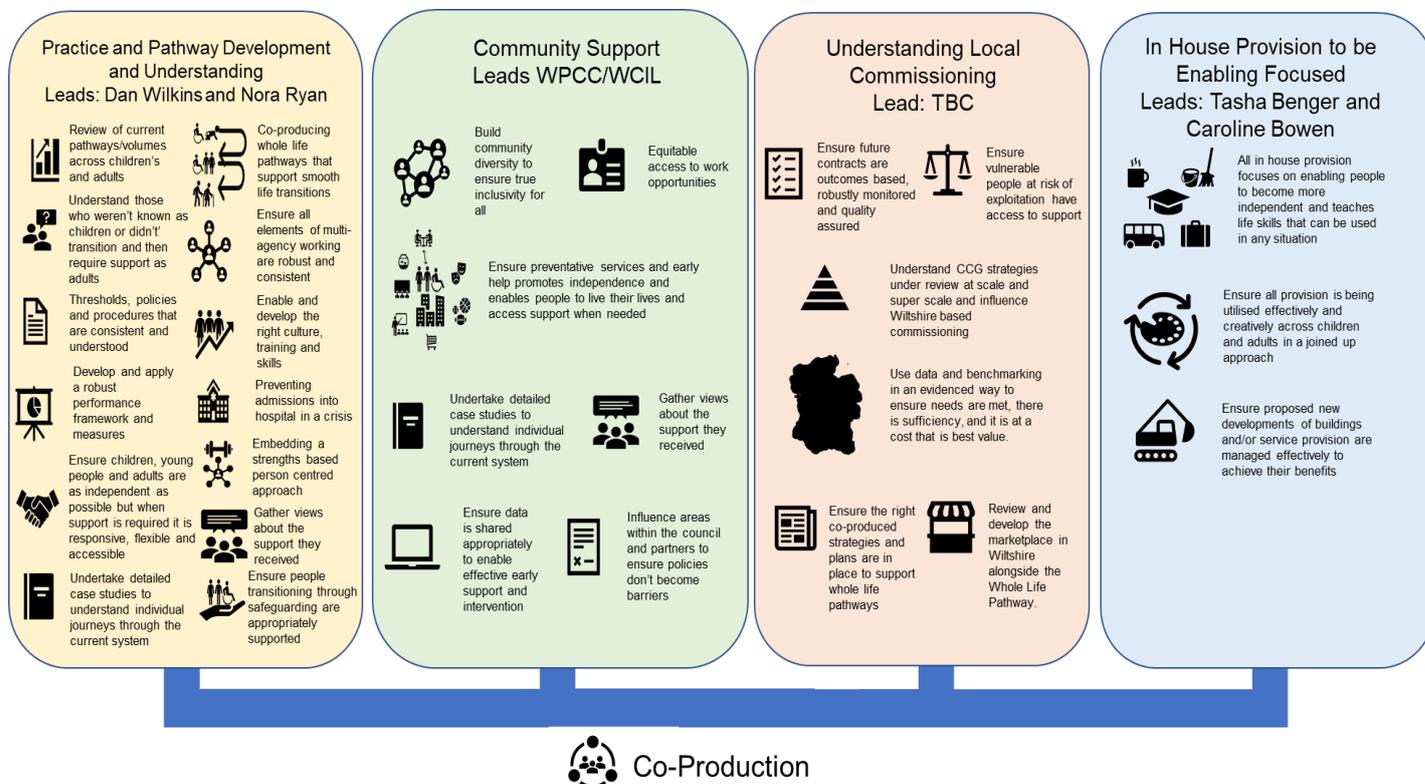
24. In October an **Early Years Needs Assessment** commenced and as part of a holistic assessment of the needs of expectant parents and families with children 0-5, a series of focus groups will be held in different parts of the county with a range of parents to find out their views on early years services. They will be asked what works well, what are the challenges, where are the gaps and what are the opportunities. This feedback will contribute to a holistic assessment of the needs of children under 5 and their families which will inform future developments.
25. In June 2019, the **PAUSE Project** was brought under the strategic governance of the FACT Programme. The project is an intense 18-month relationship based programme of therapeutic and practical support for women who have had or are at risk of having multiple children removed from their care.
26. Following a national model, the team have completed one 18-month cycle and based on a cohort of 18 women participating in the project with 55 children removed between them, the estimated cost avoidance of having additional children taken into care had they not been on the programme is just over £1m.
27. There is also a wider impact on the rest of the system as practitioners work to:

- Improve access to appropriate services thereby reducing A&E visits and fewer missed appointments
  - Develop relationships with housing providers to prevent homelessness and avoid the costs of homelessness
  - “Hold” women pending mental health assessments/groups/interventions helped to reduce disengagement or further decline
  - Reduce anti-social behaviour and/or police callouts
28. The project is now working with the second cohort of women and is seeking to expand the number of practitioners to boost access to the service for a larger group of women at the point of first removal of a child. However, this is reliant on partnership commitment to funding.
29. Workstream four – **Integrated Multi-Professional Early Support** has consolidated the learning from a number of the project that were running under the FACT Programme.
30. The key project within this workstream is **Integrated Earliest Support in Communities (IESiC)** which is co-producing a system wide response to closing the gaps around early support. There has been significant engagement locally via workshops and the establishment of a strategic group plus the identification and local engagement of partners in the first identified innovation site – Calne.
31. Following this engagement, including presentations at the Headteacher briefing sessions in September the project is recommending via a mandate through the FACT governance a three-part solution to the Integrated Earliest Support in Communities Offer:
- a. **A Wiltshire platform** to centralise information of all support in communities by community type, age range etc.
  - b. **A community connecting function to**
    - Build relationships with the person/family – establish needs
    - Provide information, outreach support and bring in appropriate support (professional or volunteer) via introductions and ‘warm handovers’
    - Remain as Single Point of Contact and stays connected with the person/family until they feel they do not need the support anymore/ hand holding
    - Update and maintain the local information on the platform
    - Work with the community to highlight, overcome and escalate gaps in provision
  - c. **A central community development function** to work across the community areas through joint partnership community commissioning for consistency, sharing of good initiatives (where demand informs) and support in achieving desired outcomes in terms of filling gaps and eliminating duplication in resources.

32. Approval of the principles has been given so further detailed work is being undertaken to co-produce the business cases and implementation plans to support the three elements which could be delivered concurrently or as standalone solutions.
33. The **Front Door and Local Pathways** group organised and ran a series of **Early Support Roadshows** earlier in the year and have been reviewing the feedback and preparing an update which was set from the autumn. Work is also ongoing on the implementation plan for the new **Early Support Assessment** which will replace the **Common Assessment Framework (CAF)** in 2020. The implementation plan will be presented to the FACT Operational Board in February 2020. Work is being done to review progress on aligning local authority and partner front doors since the introduction of the **Early Support Hub** in March 2019 to identify any additional work that can be done to further streamline the current experience.
34. A Partner Engagement Officer has been in post since the beginning of September to progress the **Multi-Agency Use of CMS** project. There has been significant engagement work to recruit 5 schools and a number of partner agencies to run a trial of access to the delegation portal which will make it simpler and quicker for partner agencies to contribute towards joint working on a child's case. Submissions will be stored securely in the system and can be accessed by them at any time. It is anticipated that the trial will start in early 2020 once the necessary information governance and technical requirements have been met by those taking part. The pilot will provide valuable data that will be fed into the business case for full rollout to all interested partners.
35. Workstream five – **Whole Life Pathway** through two workshops in April and May 2019 has defined its vision to ***enable people through all stages of life to reach their potential to live happy, healthy, safe and rewarding lives within their communities regardless of ability*** with an aspiration to be the best county empowering people to live independently, adventurously and safely by 2022.
36. The Whole Life Pathway workstream will cover pathways that will touch on a number of different groups of people with varying needs and support requirements. The groups outlined below are considered as in scope for the programme of work which will be delivered over a series of phases:
  - a. Learning Disabilities;
  - b. Mental Health (dependencies - including peri-natal mental health and social emotional mental health);
  - c. Autism;
  - d. Care Leavers;
  - e. Transitional Safeguarding (including care leavers, secondary needs risk of offending, drugs/alcohol, Learning Disabilities & Mental Health, those at risk of sexual/criminal exploitation)
  - f. Multiple/Complex needs (including physical Impairment and cognitive needs - secondary long-term life limiting conditions).
37. The following are considered out of scope for the workstream but there will dependencies or interfaces with the pathways/services for these people:
  - a. Dementia

- b. Education Health and Care Plans
- c. Looked after Children
- d. Physical disability without cognitive needs.

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



- 39. Recruitment of a **Whole Life Pathway** lead is underway to lead and strengthen the capacity to shape and take this workstream forward. The aim is to co-produce pathways with staff, partners, service users (adult, children and young people) and their parents and carers and have a **joint (health and social care) commissioning strategy** underpinning them. This will reflect the need to provide services for individuals who are on the Autism Spectrum and those who may require access to other specialist mental health provision.
- 40. There is crossover with other workstreams within the FACT Programme and also external pieces of work such as the BSW Mental Health Programme which will be carefully monitored and managed to ensure no duplication of work occurs and opportunities can be maximised to influence commissioning and operational decisions.
- 41. There will be a strong focus within the worksteam on transitions from childhood into adulthood for local authority, partner and commissioned services. This work crosses both the **Whole Life Pathway** and the **Good Education for All** workstreams with consultation on the new **Preparation for Adulthood Policy and Procedure** taking place during November 2019 to January 2020 with a view to signing off the policy through the FACT governance boards in March 2020.
- 42. Transitions work extends to mental health services through the strengthening of the **crisis care pathway** between Child and Adolescent Mental Health Services delivered by Oxford Health and adult mental health services delivered by AWP

(Avon and Wiltshire Mental Health Partnership) including links to the BSW crisis care workstream.

43. The **CAMHS Local Transformation Plan** update has been signed off jointly by the Health and Wellbeing Board chair in conjunction with the FACT Operational Board. Ultimately this will be replaced by the aspirations of the NHS Long Term plan which sets out a vision to strengthen and develop services to children and young people with the introduction of a 16-25 service model.
44. The trailblazer bid jointly with the CCG for **Mental Health Support Teams** in schools was successful and implemented from January 2020 for two teams covering the Salisbury/Devizes and Trowbridge/Westbury areas. Feedback from the trailblazers will develop NHSE's national model for the future.
45. Recommissioning of early mental health support services for children and young people is underway and will be live in April 2020. This will include expanded access to counselling services across primary schools and via GP surgeries for secondary school pupils plus the ability to access online counselling services currently provided through Kooth Counselling.
46. The Whole Life Pathway will also have a focus on how the current adult mental health social work team can support effective transition for children and young people who require mental health support as they transition to adulthood.
47. The Whole Life Pathway approach will also consider our capacity to provide support to parents who have mental health difficulties and learning disabilities, for example where someone's mental health is a barrier to them caring for their child effectively, how can adult social care mental health (and CTPLD) teams work better to support the adult parent, where appropriate with Families and Children to reduce family breakdown.
48. The Commissioning Lead will also need to work with Public Health to develop a prevention/early intervention strategy to look at what resources we have in communities to prevent and delay people developing long term mental health disorders. This needs to be done in conjunction with the CCG as part of their Thrive transformation work.
49. There will also be a focus on building resilience in local communities to enable people to live as independently and safely as possible without having to live in institutions sometimes out of Wiltshire. This will dovetail with the work being done within the **IESiC project** ensuring gaps are identified and addressed for those with more complex needs and vulnerabilities. Recognising the value of the voluntary sector organisations and links with people and their communities the leads for the Community Support project are Wiltshire Parent Carer Council and Wiltshire's Centre for Independent Living.
50. The Whole Life Pathway workstream is an extensive piece of work which will take two to three years to complete in order to fully co-produce services with people with lived experience and meet the requirements of the population of Wiltshire now and into the future.

51. Workstream six – **Core Skills and Single Approach** will support the development of the county's workforce and volunteers and achieve a culture change across the whole system.
52. Following the FACT Programme Board attending a Systems Leadership day in October 2018 a project group has been established to look at how the model can be rolled out across the partnership starting with a focus on senior management. The challenge in some areas will be to sell the value of attending this training which may be similar to training senior leaders may have already undertaken.
53. Proposals are currently being developed and costed and are due to come through the FACT governance boards for sign off in Spring 2020.
54. The **Making Every Contact Count (MECC)** training continues to be rolled out across the partnership and the **Trauma Informed Practice** work will initially delivered through the **Five to Thrive: Attachment, Trauma and Resilience** as set out above.
55. The role of FACT Programme Lead has been taken by Simon Thomas who starts with the council on 2 March 2020. The role will be jointly funded between the council, CCG and police and Simon will split his time between the three main offices to strengthen the multi-agency discussions around priorities and impact moving forward.
56. One of the Lead's first tasks will be to review the current version of the **FACT Partnership Strategy** and ensure that it is fully inclusive of the partnership priorities moving forward and setting out the collective ambitions around funding and resource requirements for current and future work. The strategy will then go for sign off through the relevant authorities.
57. There will also be a review of the current programme to ensure that the work being undertaken will enable the priority outcomes to be delivered.

### **Safeguarding Considerations**

58. The programme will improve joint working with partners and we hope to achieve integration in certain areas leading to improved practice and thus outcomes, protecting children from harm.
59. 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.
60. One of the principles of the Programme is focused 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.
61. Throughout the system change via the projects within the programme statutory responsibilities around safeguarding will be maintained

62. 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 impact of the proposal**

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

### **Equality and diversity impact of the proposal**

64. Operational Children's Services work with our most vulnerable children and families including those impacted by poverty and facing inequality.

65. The programme support and contributes to the Council's commitment to:

- Tackle inequalities and promote cohesive communities
- Not to discriminate in the way we provide services to the public
- Not to discriminate in our employment related practices
- Promote equality and good relations between different groups

66. The programme, workstreams and projects will need to consider whether an equality impact assessment is required following the current advice and guidance

### **Risk assessment**

#### **67. 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.

#### **68. Risks that may arise if the proposed decision and actions that will be taken to manage those risks**

	<b>Risk</b>	<b>Actions to mitigate</b>
1	Lack of cultural change across the partnership inhibits success of any transformational project	Staff and partners will be fully engaged in decision making, design and implementation processes. FACT Programme Lead post joint funded
2	Insufficient internal and external partner capacity to progress project work due to operational	Emphasise the key areas for partner engagement so coproduction is strongest in these areas and give

	pressures	advance notice of meetings or deadlines
3	Lack of coproduction with children, young people and families results in limited improvement of their outcomes	Targeted engagement work will be undertaken to agree strategic opportunities to engage children and families in initial consultation work, including community engagement events, social media campaign, schools engagement and utilising of engagement contracts

### **Financial implications**

69. It is anticipated that the programme will ensure that the council 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 for children and families, thereby, reducing ongoing demand.

### **Legal implications**

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

### **Options considered**

71. Projects within the programme that require a strategic decision will produce a business case detailing the options that have been considered and rejected as well as a preferred recommendation.

### **Conclusion**

72. The conclusions reached have taken into account all the above and the committee is asked to:
- a. Note the updates since the last report;
  - b. Note that a review of the programme is due to be undertaken to prioritise delivery of workstreams/project that will deliver significant system benefits.

### **Background papers**

None

### **Appendices**

None