

<b>Key Decision Required:</b>	<b>No</b>	<b>In the Forward Plan:</b>	<b>No</b>
-------------------------------	-----------	-----------------------------	-----------

## CABINET

7 NOVEMBER 2012

### REPORT OF LEADER OF THE COUNCIL

#### **A.1 Whole Essex Community Budget** (Report prepared by Jon Barber)

#### **PART 1 – KEY INFORMATION**

##### **PURPOSE OF THE REPORT**

This report sets out the approach being taken in the Whole Essex Community Budget (WECB) Pilot. Tendring is playing a key role in the WECB pilot, not least through the approach being adopted in the Families with Complex Needs work stream. This report aims to set this work in context of the wider pilot and highlights the key work streams currently being progressed.

##### **EXECUTIVE SUMMARY**

*“Community Budgets are not about any one local public service provider having a monopoly on power and resources, but about how partners come together to jointly transform local public services.”*

*Community Budgets Prospectus, October 2011*

Partners across Greater Essex, including Tendring DC, have been working together through the Whole Essex Community Budget (WECB) since January 2012 to bring about sustained system-change in local public services, to recast their collective activity around the needs of local communities and citizens, and to deliver the conditions for growth that support businesses and residents. The shared vision is that every individual, family and community in Greater Essex has the opportunity to exercise choice and control over their lives, supported by a buoyant economy and, where necessary, by agile and responsive public services.

To achieve this, the WECB programme seeks to remodel services. Thinking about public services from the citizen’s perspective can make public services better. Redesigning the public sector in Essex will deliver better integrated, more responsive services.

The WECB programme will see public sector partner’s work together, delivering services that improve the lives of Essex residents whilst also cutting waste and duplication. It is a partnership endeavour engaging public, private and voluntary / community sector organisations.

The WECB programme is one of four national pilots. Central government departments have seconded senior civil servants for up to 9 months to help develop proposals. In Essex eight Whitehall departments have allocated twelve officials to support the development of the WECB.

The core idea of community budgets is that a broad range of partners should agree

common outcomes and then pool resources and join up activities to achieve those outcomes. Important dimensions are improving quality, efficient use of public money, promoting choice, localism, enabling civil society and prevention of social and economic problems.

Breaking down barriers is central to making localism work, because the more control and flexibility local partners have, the closer they can work with communities and more flexibly respond to their needs. Barriers identified include:

- Multiple, uncoordinated funding streams at local level, and the 'externalities' problem of savings not *directly* benefitting agencies investing in change
- Reactive approaches – wait until a problem becomes a serious issue before addressing (which is expensive) instead of dealing with emerging problems through prevention and early intervention
- Lack of understanding and use of evidence, and the ability to share information across organisational boundaries, including how to apply effective practice to day-to-day service delivery.
- Short term planning of public finances
- Commissioning of activity rather than outcomes, so providers are paid by outputs delivered rather outcomes achieved

In principle, Tendring District Council supports the concept of the Community Budgets and the underpinning 5 Business Cases and work streams to deliver the Community Budget programme. Tendring DC has raised the importance to flexibly re-align financial benefits between partners from the Community Budgets work streams. In particular the issue of councils with smaller budgets not being able to afford the price tag for preventative work which results in long term larger savings for bigger partners (especially government and DWP) has been made.

The Essex Community Budget proposals are finding fundamentally different ways of **working and delivering** public services. However, the constraint is that it is within the existing structures of the public sector. The challenge to government is to look at the structure of public services. Simplifying public sector structures will unlock huge savings and further improve ways of delivering coordinated public services.

The main body of this report details the themes and the underpinning work streams that are being developed as part of the WECB pilot.

## RECOMMENDATION(S)

It is recommended that

- (a) **Cabinet note the content of the report and receive further updates in the coming months both on the Whole Essex Community Budget and the work streams which Tendring is involved in.**

## PART 2 – IMPLICATIONS OF THE DECISION

### DELIVERING PRIORITIES

Tendring is playing a key role in the Whole Essex Community Budget Pilot. This work is contributing to a number of corporate priorities including;

- Goal 1: Affordable Excellence
- Goal 2: Continue to Improve Public Perception and Reputation
- Goal 3: Help Children and Adults Achieve Their Full Potential

- Goal 4: Address Deprivation.

In addition, this work is demonstrating our community leadership role in shaping the possible future delivery of public services that impact upon our communities.

#### **FINANCE, OTHER RESOURCES AND RISK**

##### **Finance and other resources**

Other than officer time there is no impact on the Council's resources. With regards the work stream Tendring is delivering, Families with Complex Needs, funding has been secured from Essex County Council and North East Essex Primary Care Trust.

##### **Risk**

As this pilot seeks to find innovative solutions to the delivery of public services there are possible reputational risks which are being managed locally in those projects that Tendring is involved in.

#### **LEGAL**

There are no legal implications.

#### **OTHER IMPLICATIONS**

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

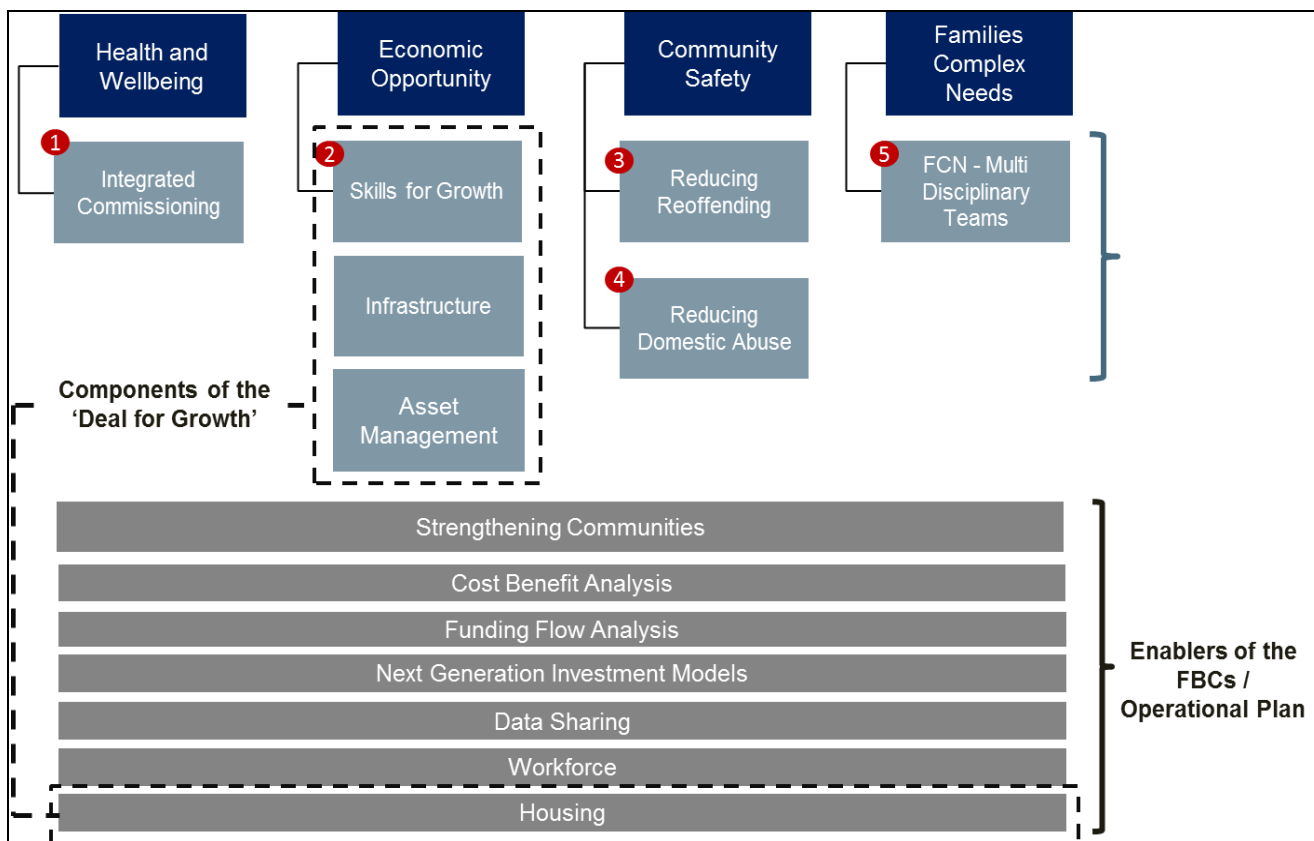
Crime and Disorder / Equality and Diversity / Health Inequalities / Area or Ward affected / Consultation/Public Engagement.

### **PART 3 – SUPPORTING INFORMATION**

#### **BACKGROUND**

The Whole Essex Community Budget will pilot the redesign of an affordable local public sector. Based on geography not organisations, it will evidence how to reduce cost, improve outcomes and focus on customers. As one of four national pilots, the Whole Essex Community Budget brings together the public, private and voluntary sectors to deliver better integrated services that improve lives, strengthen communities, and promote economic growth, whilst also cutting waste and duplication.

The structure of the WECB pilot is shown below.



A brief description of each of the work streams is provided below;

### 1. Health and Wellbeing

Outside of welfare payments, health and social care is the largest component of public expenditure in Essex. There is widespread recognition that deeper integration across health and social care is vital to achieving better outcomes at better cost. Viewing health and social care as two elements of the same service and integrating planning and commissioning are critical if we are to deliver high quality, efficient services that meet the needs of the local population within the funding available.

The main project in this work stream is integrated commissioning - looking to commission, design and deliver public services in an integrated way that supports communities and promotes social inclusion - a key prerequisite for sustainable public services

### 2. Economic Opportunity

Many Whole Essex Community Budget projects looks to improve outcomes and reduce cost – however, addressing public spending pressures deals with only one side of the public policy equation. We also need to work with government to support business to create economic growth. The Community Budget is exploring two key areas to address this – skills and infrastructure investment.

The work stream will focus on skills for growth - supporting local businesses and residents to succeed by designing a skills system in Essex that focuses on employability and economic growth. A complicated, fragmented and duplicatory system sees a range of agencies, courses and incentives work against the creation of quality training opportunities. This complexity does little to equip Essex citizens with the skills to compete for high-quality jobs in a high-value economy.

### 3. Community Safety

Levels of crime and anti-social behaviour can be critical determinants of what makes somewhere a good place to live. Criminals make heavy demands of public services – services that in their case are often poorly targeted, ineffective, and reactive – treating the

symptoms of a problem rather than its causes and thus leading to a cycle of repetition, extra cost and more victims.

There are two work streams

- **Reducing Reoffending.** Up to 50% of all crime in an area comes from offenders already within the Criminal Justice System. The effects of this criminality are borne by the victim, their community, and wider society. Strengthening support of offender management services, reducing reoffending, and tackling those revolving door offenders will reduce the demands placed on the criminal justice system today. It will also reduce longer-term costs by breaking the cycle of intergenerational disadvantage that result from a life of crime, the costs of which are experienced by the offender's family and often paid for by wider society.
- **Reducing Domestic Abuse.** The delivery of services for those who experience domestic abuse is patchy and disjointed. The volume of referrals makes unrealistic demands on existing services and the system can inadvertently create problems for those very people who need our support the most. This WECB work stream will review existing services and develop new evidence-based services that can prevent and reduce domestic abuse. We will develop a shared, systematic and consistent way for those in need not only to get help but also to move on with their lives.

#### **4. Families with Complex Needs**

It is estimated that 90% of expenditure on troubled families is non-productive. It is reacting to crisis not delivering sustainable, long-term improvement. Through the Community Budget it is the ambition to break the cycle of intergenerational social problems, reduce dependency on public services, and create greater and more sustainable levels of resilience.

The work stream, within which Tendring is playing a leading role, is looking at multi agency teams to address the issues posed by the current fractured system. Duplication of processes, missed intervention opportunities and a reliance on unsustainable solutions and initiatives mean that the system can disadvantage those it seeks to serve whilst loading additional cost onto the taxpayer. The project will reverse that trend by driving radical organisational reform, which places the family voice at the core of all activities.

As shown in the diagram above each of these four work streams are underpinned by a number of enablers. Two key enablers are as follows;

- **Strengthening Communities.** This is an important element that runs through all aspects of the WECB programme. The aim is to build a comprehensive approach to strengthening communities, working with individuals, groups and organisations to sustain and improve community resilience and outcomes in order to reduce public sector spend.
- **Data Sharing.** Through our Families with Complex Needs prototype, Tendring is leading in establishing improved data sharing arrangements between partners and is designing and piloting a new multiagency ICT system – funded by ECC.

#### **CURRENT POSITION**

Each of the themes and underpinning work streams is currently finalising outline business cases. This includes developing an operational plan which sets out what a single budget, or options for pooling and aligning resources, for the place would look like, the outcomes that would be delivered, governance arrangements, the redesign of services required to achieve the outcomes and how new financial approaches would work. It will identify what

would need to happen locally to implement the options identified and what would need to be changed centrally.

The key dates / timeline for the WECB programme are as follows;

**End October 2012** - Submission of final Operational Plan & Business Case to Whitehall

**1<sup>st</sup> November 2012 to March 2013** – Completion of business cases, enabler work streams and implementation planning

**5<sup>th</sup> December 2012** – Autumn Statement

**April 2013 onwards** – Implementation of Business Cases

## **BACKGROUND PAPERS FOR THE DECISION**

Further information on the WECB can be found on the following website

[www.wecb.org.uk](http://www.wecb.org.uk)

In particular the draft Operational Plan for the WECB is located on the following link;

[http://www.wecb.org.uk/uploads/Operational%20Plan\\_20121017\\_1%201\\_\(for%20review\).pdf](http://www.wecb.org.uk/uploads/Operational%20Plan_20121017_1%201_(for%20review).pdf)

## **APPENDICES**

A.1 Appendix A: Community Budget Presentation

# **Whole Essex Community Budget**

## **Overview of the Whole Essex Community Budget Programme**



## Community Budgets

*“The Whole Essex Community Budget will see public sector partners work together, delivering services that improve the lives of Essex residents whilst also cutting waste and duplication.*

*By transcending organisations, the Whole Essex Community Budget has the potential to improve radically the way we resource, commission and deliver services in the future.”*

**Community budgets is about putting the resident / service user at the heart of our whole-system redesign.**

**Essex (including the unitary authorities of Southend and Thurrock) was selected as one of 4 national pilot areas.**



# Our Challenge and the Opportunity it Presents

**Macro-economic conditions and fiscal consolidation are creating unprecedented pressures on public service budgets. In Essex we spend £12.8bn every year on complex and fragmented public services. Complexity leads to duplication, split incentives, a focus on cure rather than prevention and inefficient use of resources.**

## Health and wellbeing

- Essex partners already spend £1bn per year on acute care services for those aged 65+. Demand for these services will increase by 13% in the next 4 years and by 58% over the next 20 years
- We need to find £248m to meet the challenge of increasing demand, inflation and funding reductions over the next 2 years – this will require sustained system-change rather than incremental cost reduction

## Economic Growth

- The Essex economy is underperforming **to the tune of £6bn** a year. Businesses and investors have made it clear that improvements to skills and infrastructure will support growth, increase productivity and catalyse investment. Public investment alone cannot address Essex's infrastructure needs
- We are not equipping young people with the skills that employers require. Skills gaps remain across key sectors while the number of JSA claimants doubled between 2008 and 2010 (to c.25,300)

## Families with Complex Needs

- Too often, public services are designed to address individual needs, not the needs of families. They operate within a complex system – a product of piecemeal reforms rather than conscious design
- We spend around £139k on services for Essex's most complex families; 90% of which is on reactive services that play no role in building future resilience
- By redirecting resources towards prevention focussed on whole families we can deliver change for c.6,000 of Essex's most acute complex families, tackling issues before they become costly and intractable problems

## Community Safety

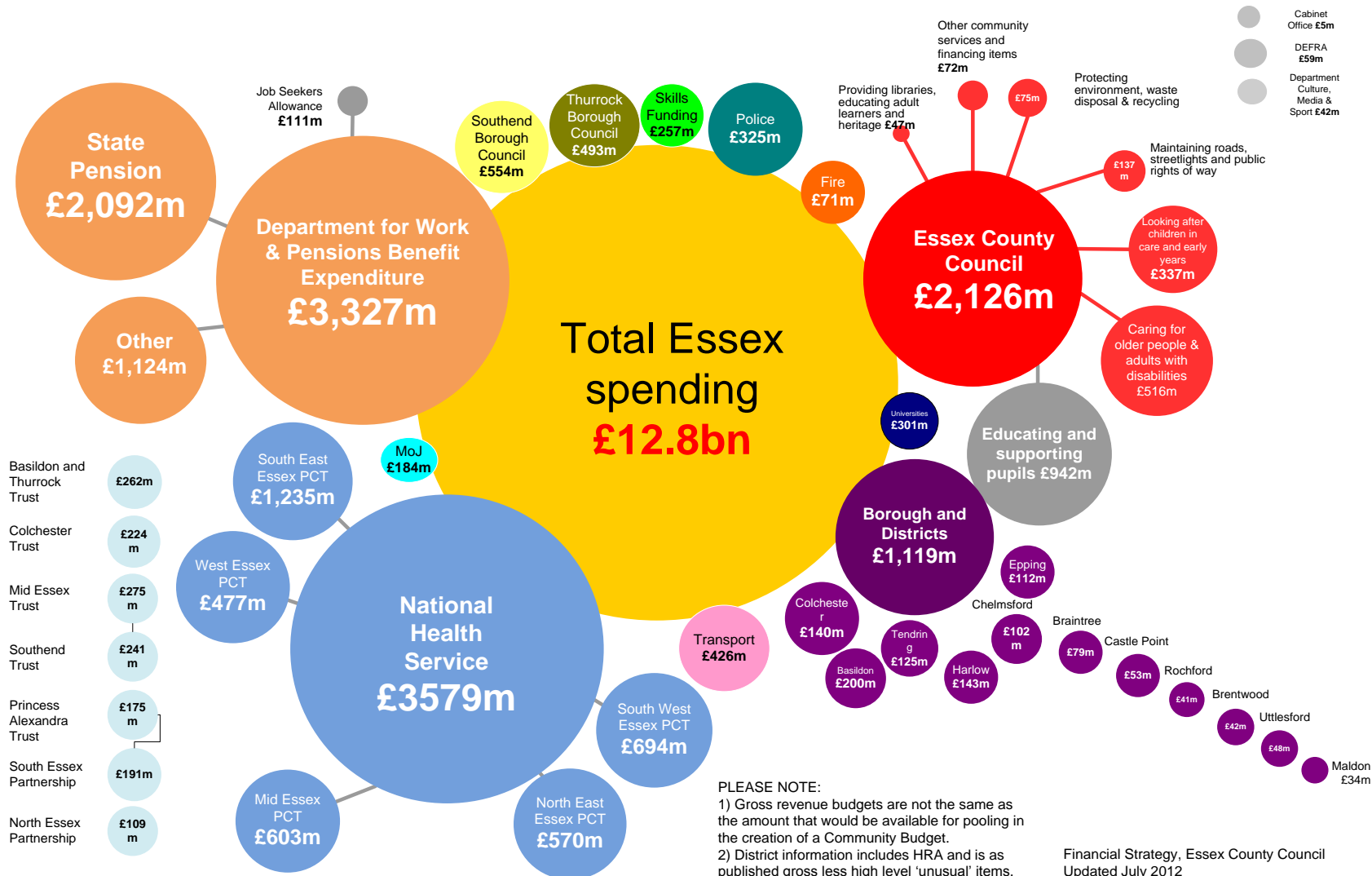
- Essex partners spend c.£500m p.a. on criminal justice, but the economic and social costs of crime exceed £1bn
- The majority of local spending is focused on enforcement and punishment rather than prevention
- Complexity within the local system means service are disjointed, the role of communities is under developed and key drivers of re-offending are not addressed. We know, for example, that 40-50% of criminal offenders are already in the justice system – tackling recidivism amongst this group could deliver savings and a step change in demand

**The Whole Essex Community Budget provides an opportunity to rethink how we deliver public services in these key areas - to design out inefficiency at source and create a new contract with citizens based on empowerment rather than dependency.**

# Overview of Public Sector Activity in Essex



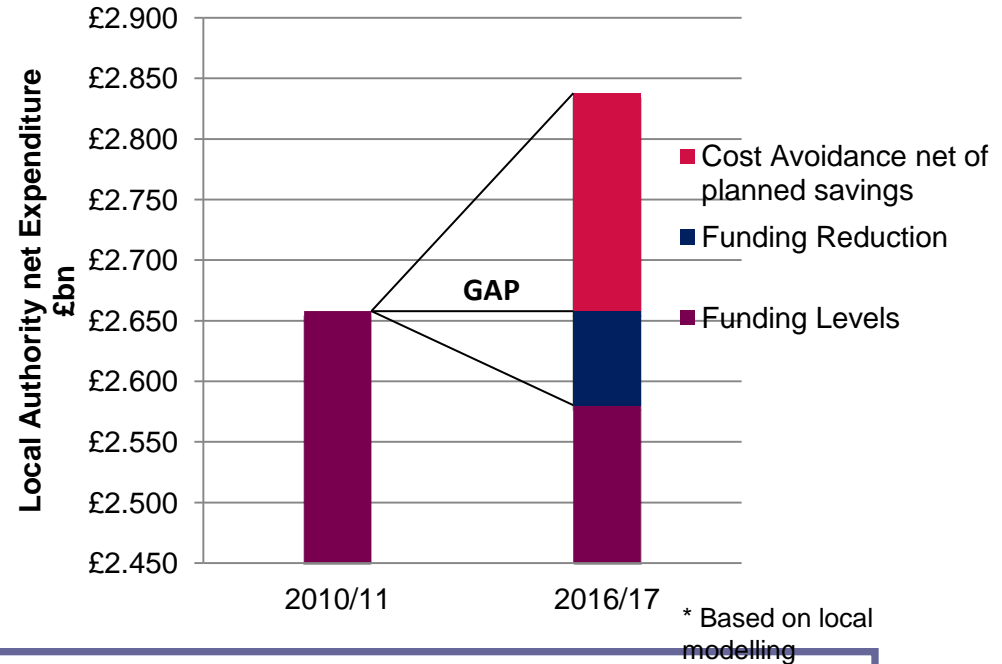
**We spend £12.8bn on public services across over a multitude of different agencies**



# Our Financial Picture – Focus on Local Government & Health Finances

**Local Government is under both funding and demand pressures**

- Central government funding will **reduce by 25%** by 2016/17
- Net cost avoidance local authorities need to achieve is approximately **£180m**

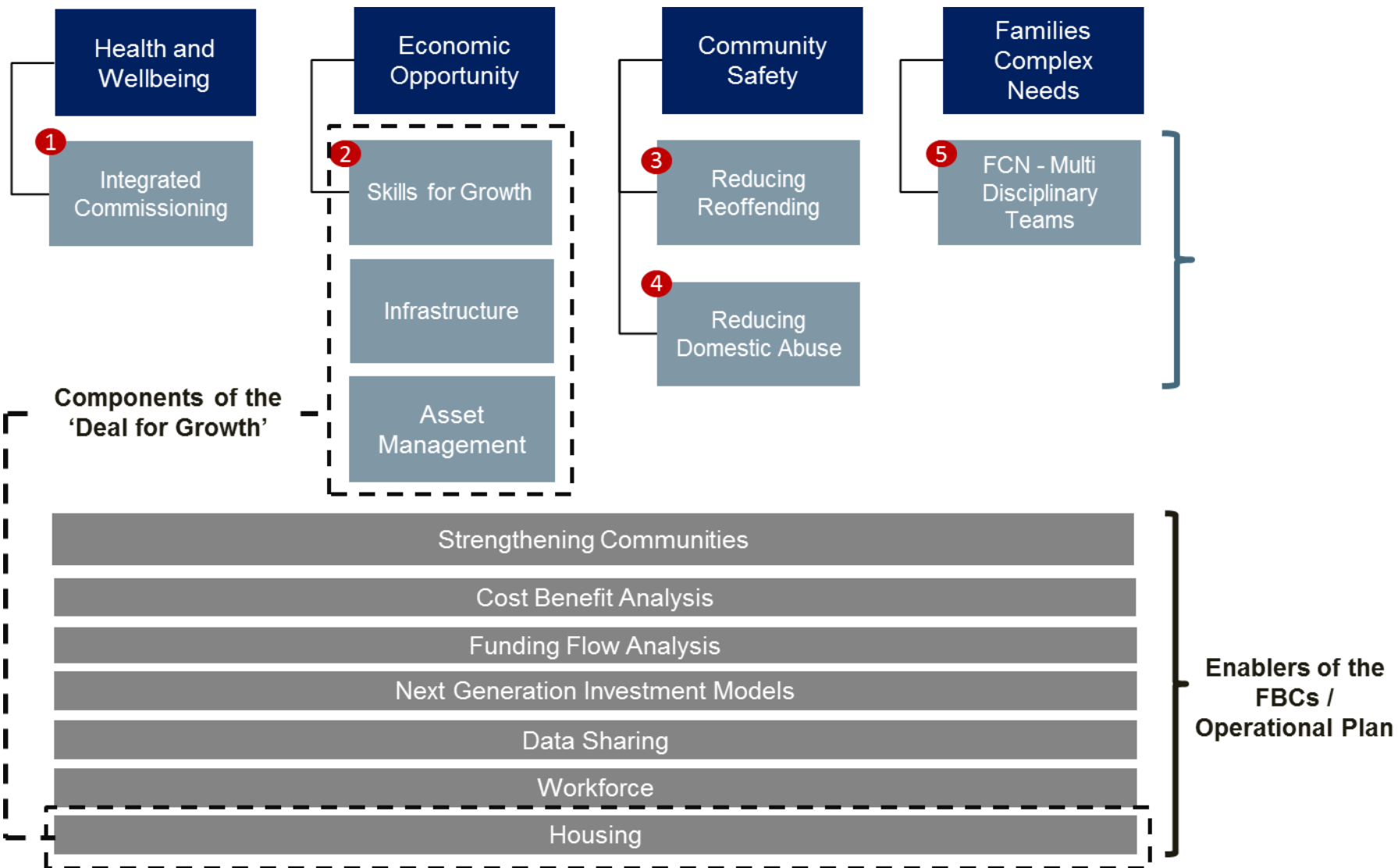


**The total pressure for local government and health is around £1bn**

- **Local government:** overall the Local Government sector in Essex has to deliver savings of the order of **£416m** by 2016/17 to keep within projected funding levels
- **Health:** despite the increase in funding significant savings need to be found to deal with demand pressures where savings of the order of **£640m** are required
- These pressures, together with changes in welfare benefits and other areas of central government spending could result in **pressure of around £1.8bn on local public spending to 2016/17.**

# Summary of projects to progress to Full Business Case (FBC)

We have identified and developed four key thematic areas to deliver our Community Budget Vision. Five business cases are in development to deliver the 'big ideas' that underpin the achievement of our vision.



# FBC1: Health and Wellbeing – Integrated Commissioning

## Big Idea

To develop a Greater Essex Integrated Commissioning Framework –integrating health and wellbeing commissioning across public services based on Clinical Commissioning Group boundaries.

## Proposed Approach

The business case describes two new levels of integration within the framework, where the associated benefits and costs are explored.

- An Integrated Commissioning Arrangement within existing and emerging organisational boundaries (ICA – level 4 integration) - Piloted in South Essex, with a particular focus on Southend, and with potential to extend to other parts of South Essex. It will explore and define the agreements and governance that will be needed to achieve an integrated approach to commissioning.
- A Single Commissioning Body approach for localities (SCB – level 5 integration) - It is proposed that this arrangement will be considered by the constituent bodies in North Essex, initially focussing on North East Essex, and will test a Single Commissioning Body (Commissioning Care Trust) model.
- Both pilots will firstly explore the range of services that could be included and work with partners to agree how they fulfil their statutory responsibilities, funding cycles/ mechanisms, and governance and accountability arrangements. Secondly, they will explore how the arrangements will work to deliver a set of clearly agreed outcomes for service pathways, starting with the commissioning resources directly under the control of Essex County Council, Southend Borough Council, Thurrock Council and the 7 emergent Clinical Commissioning Groups.
- Both arrangements would be supported by a pan-Greater Essex set of commissioning support and back office functions.
- Each locality will also explore different variants of the commissioning scope they might best develop and test locally, growing the learning and experience within the framework through the integration journey.

## Asks of Government

- For Section 75 Regulations to be urgently updated to reflect the structural reforms within the NHS as a result of the H and SC Act 2012.
- Develop local criteria for ‘Continuing Healthcare’.
- Introduce flexible national reporting arrangements.
- Provide a £25 per capita management allowance for CCGs if creating a new body with wider reaching responsibilities.
- Provide a longer term view of key funding streams.
- Delegate permanently the assessment and review function under DACO orders.

## Consequences of non delivery

It is estimated that half the potential savings require true integration of services to maximise their potential, and can better be enabled by integrated commissioning. Detailed plans to deliver the required savings are in place for 12/13; however, the current assessment is that years 13/14 and beyond, savings can only be delivered if radical changes such as those outlined in this and related business cases are made.

## Cost Benefit Analysis

Costs			Net Benefits		
To Mar '13 £'000	To Mar '14 £'000	Further Implementation £'000	Cashable £'000	Non-Cashable £'000	Total £'000
716	946	3,081	-87,587	0	-87,587

# FBC2: Economic Opportunity – Skills for Growth

## Big Idea

To locally influence 16-24 vocational skills funding (EFA/SFA) and allocation decisions, to create a learning environment more aligned to the local economy. Local employers would have a key role in influencing this through a business-led board.

## Proposed Approach

- Enabling employers to determine vocational skills priorities - through an Employment and Skills Board informed by a robust evidence and information base.
- Virtual pooling of 16-24 vocational skills funding and devolving responsibility for funding decisions so that it can have greater direction by employers - in the short term, using existing funding administration mechanisms with local geographic direction; with a fully devolved model from 2016.
- Introducing a Payment by Results (PbR) funding model with year-on-year increases in the proportion of vocational skills budgets determined by PbR, reaching 100% of SFA adults skills budget by 2016.
- Creating a simple and coherent vocational pathway from school to work ensuring that young people have the information they need to make robust economic choices and the necessary provision is available to them.
- Streamlining and aligning agencies to deliver a ‘safety net’ for NEETs and youth unemployed through a Youth Opportunity Guarantee so that no matter which agency re-engaged young people they can re-enter the pathway at a point that best enabled them to progress to work.
- Asking Government to create a unique indicator to track young people throughout their journey from school to sustained employment.

## Asks of Government

- To agree to greater employer direction over 16-24 vocational skills to support local economic growth in Greater Essex.
- To agree to greater local direction over 16-24 vocational skills (incrementally from the SFA from 2013; and from the EFA from 2015) co-designed with BIS and DfE and their agencies respectively, to enable a whole person customer journey.
- To agree to develop and co-design a Greater Essex PbR contracting model for Greater Essex, which will enable a whole person approach to 16-24 vocational skills training, including the ability to award longer term contracts.
- To direct Departments and their agencies to work with Greater Essex and the Employment and Skills Board (ESB) to deliver an integrated pathway of support for young people moving from education into work – including the additional supporting activities and services for young people who are NEET/unemployed etc.
- To pilot a way to introduce a unique indicator number across Government and any other agencies involved in supporting the transition from full time education to work in order to track the success of education, skills and employment interventions.

## Consequences of non delivery

- Greater Essex will worsen as a low growth, low opportunity economy as national funding shrinks
- employers in Greater Essex will find it harder to compete for the best people to help them grow their businesses. and
- young people will take longer to access jobs because their skills and training are not matched to employment opportunities.

## Cost Benefit Analysis

Costs			Net Benefits		
To Mar '13 £'000	To Mar '14 £'000	Further Implementation £'000	Cashable £'000	Non-Cashable £'000	Total £'000
147	155	795	1,097	-151,406	-150,309

# FBC3: Community Safety - Reducing Reoffending

## Big Idea

implement a pan-Essex multi agency strategy for reducing reoffending focussing on offenders, and the families of offenders: reducing current demand through preventative work with offenders and reducing future demand by focussing preventative work on the children of offenders.

## Proposed Approach

The proposal is based upon the Community Budget approach of trying to see and understand the whole picture and frame responses to issues that bring together previously disparate and unconnected activity into holistic, comprehensive and effective solutions, thereby improving outcomes, reducing duplication and waste.

It is centred upon all partner agencies adopting a common approach to offenders that seeks simultaneously to reduce their reoffending, reduce the current demand on public services by the offender and her/his family by assessing and addressing their needs and reduce future demand by targeting the children of offenders (and in particular, children who are experiencing the custody of a parent) for possible support.

Practically this means the linking together, operationally, of work being done with adult offenders as part of a sentence plan and work being done with children and other family members as part of any other plan and provision by the range of partner agencies. As an example an individual offender subject to a sentence plan focussing on shouldering responsibilities, developing skills and confidence and responding appropriately and consistently to challenges, uses this to help support them with their family and children as part of a 'family plan', to improve their situation and take greater control of their lives. In turn the family plan provides reinforcement and support to their efforts to put offending behind them.

## Asks of Government

- Commissioning of all offender health and probation services for Essex at an Essex level
- Commitment from BIS, DWP and the National Contractors to explore the possibility that some resources from national contracts for skills and benefits might be 'virtually' devolved to Essex in relation to Essex clients
- Commitment to make significant progress to local prisons and commissioning of prison services at the local level. To consider as part of this using the prisons in Essex to pilot the concept of a 'community prison'
- MoJ and NOMS to consider re-establishing a link between central funding for Offender Accommodation and the local provision of bed spaces for offenders to provide incentives to local commissioners/providers to make provision.
- Support from central government to consider options for a multi-departmental Payment by Results pilot
- MoJ to share their financial model for reducing reoffending and commitment for on-going dialogue

## Consequences of non delivery

Continuation of siloed ways of working between CJ and non-CJ agencies, increased risk of PCC not having clear information about more effective models of working, increased likelihood that problems are exacerbated e.g. with children of offenders at very high risk of offending themselves.

## Cost Benefit Analysis

Costs			Net Benefits		
To Mar '13 £'000	To Mar '14 £'000	Further Implementation £'000	Cashable £'000	Non-Cashable £'000	Total £'000
189	328	0	517	-25,174	-24,657



# FBC4: Community Safety - Reducing Domestic Abuse

## Big Idea

To create a multi-agency service hub where victims can be identified at an earlier stage before the abusive behaviour escalates, and where those victims can receive the help and support that they need.

## Proposed Approach

- Establish - One Greater-Essex Strategy and a Greater Essex Commissioning Plan with aligned funds and Multi-Agency sign up (Completed in 2013/14).
- Establish an integrated commissioning outcomes framework with agreed multi-agency priorities and measurements; including information and data sharing (Completed in 2013/14).
- Establish and fund a Multi-Agency Hub to complement the new Police Central Referral Unit and create a single gateway to access services and provide initial support to victims (Established in 2013/14 with full operation 2014/15).
- Improve identification, support and referral for victims in key services including health and housing, with improved impact from training (beginning in 2013/14 with full roll out 2015/16).
- Develop a perpetrator strategy to reduce the number of perpetrators (Strategy in Place 2013/14 – implementation 2014 to 2016).
- Establish outreach programmes that have capacity to meet current demand and reduce long term demand for public services (Programmes commissioned from 2014/15).
- Establish funding programmes to help victims move on from abuse by increasing their resilience and reducing reliance on public services, incorporating key changes in practice by housing authorities and housing associations (Programmes commissioned from 2014/15).
- Develop an evidenced based long term public health prevention campaign (Programmes commissioned from 2013/14).

## Asks of Government

- For domestic abuse to be reclassified as an aggravated crime, as current legally defined crimes do not adequately capture the criminal dimensions of domestic abuse.
- For universal credit to reinforce safety of victims fleeing domestic abuse, as potential risks exist through changes to the benefit regime, which may affect those living with or escaping from domestic abuse.
- To form a partnership with Government to pilot and evaluate a long term programme to work with targeted groups of pupils in schools, and investigate a Social Investment Model (SIM).
- To ensure effective evaluation of the 'Building Better Relationships' Programme.
- The Probation Service are phasing out the IDAP perpetrator programme and replacing it with the Building Better Relationship Programme. This needs to be nationally evaluated from day 1.
- We ask Government to clearly instruct its local service providers to fully engage with the data sharing element of the on-going WECB programme.

## Consequences of non delivery

Continuation of current fragmented and ineffective multitude of services dealing with Domestic Abuse in an incoherent and uncoordinated way with too many incidents, not enough strategic direction and too much under-reporting.

## Cost Benefit Analysis

Costs			Net Benefits		
To Mar '13 £'000	To Mar '14 £'000	Further Implementation £'000	Cashable £'000	Non-Cashable £'000	Total £'000
260	398	21,012	-944	-4,695	-5,639

1  
0



# FBC5: Families with Complex Needs – Multi-Disciplinary Teams

## Big Idea

To establish multi-agency teams working holistically across Essex with disadvantaged families with multiple problems to enable them to make significant changes and improvements to their lives and thus reduce their dependence on high cost public services.

## Proposed Approach

- Establish 8 multi-disciplinary family teams across Essex from Oct 2013. Each working intensively with 135 disadvantaged families with multiple difficulties for up to a year.
- Establish 4 further teams in 2014 (1 for each District) with the option for further expansion in 2015. Each working with 180 families with the possibility of more teams in areas of high need. (not include Southend or Thurrock at present).
- Provide an evidence-based multiagency/disciplinary family-centred approach to support and enable families to identify what to change, build resilience, improve their lives long-term and become active participants in local communities.
- Teams will be both multi-disciplinary and multi-agency with staff and resources from children's services, district council services, health and others. Located in accessible premises in the areas that they serve.
- Establish a single advice, information and referral point for families and professionals.
- Establish a well understood model of working with children and families across all levels of need in Essex ('Effective Support for children and families in Essex').
- Establish a single data system for shared family assessments and for recording the details of families on the programme, work undertaken and outcomes.
- Establish a large scale peer mentoring volunteer programme to offer longer term support to families by local volunteers/peer mentors.
- Set up a multi-agency governance board to oversee resourcing, development, delivery and evaluation.

## Asks of Government

- We will ask government to develop a payment by results mechanism and a national formula to return a proportion of national public sector savings from FCN (such as reduction in criminal justice costs, welfare benefits and longer term NHS costs) to the local public sector economy from April 2015 onwards.
- We will ask government to clarify how partner responsibilities for Early Help and common assessment fits with Section 17 (10) of the Children Act 1989 so that it is clear that all relevant partner agencies are responsible for meeting the needs of children and families below the statutory social care threshold. The revised version of 'Working Together' provides an opportunity to do this.

## Consequences of non delivery

Many public sector interventions are reactive, duplicative and inefficient. Well-meaning but ineffective engagement may reduce the incentive for customers to engage with the system at an earlier stage. Families with Complex Needs often experience the worst effects of this lack of integration through multiple interventions or assessments and wasteful, uncoordinated services.

## Cost Benefit Analysis

Costs			Net Benefits		
To Mar '13 £'000	To Mar '14 £'000	Further Implementation £'000	Cashable £'000	Non-Cashable £'000	Total £'000
117	70	23,276	-32,790	0	-32,790




# An Essex Deal for Growth



Our Economic Opportunity business cases will be presented to government as part of a wider 'Essex Deal for Growth'

- A Deal for Growth is a visible statement of intent and a clear message to Government that we want to access the levers to accelerated economic growth normally reserved for cities;
- We have to present a Deal that is too good to refuse: a balanced menu of 'asks' and 'offers', anchored by a game-changing policy idea to engage Government;
- We will use the Deal to bring new impetus to the work we are already doing. It will be used to catalyse the establishment of the 'Infrastructure Gateway' (Infrastructure FBC) and will push forward our thinking around skills reform (Skills FBC);
- Government's expectation is that we will establish governance arrangements to match our ambition: an in principle agreement to review governance will therefore be sought across partners; and
- We have a programme of meetings with CEOs, Leaders and leading businesses over the early Autumn and will submit a final version of the Deal with the Operational Plan for the WECB by the end of October.

# Next Steps – Timeline (under review)

-  Decision to proceed to implement
-  Decision to proceed to Go Live
-  Decision to Close project

