

Whole Essex Community Budget - Partner Briefing

This briefing sets out an update on progress with selected Whole Essex Community Budget (WECB) business cases, as well as further information about how the Essex Partnership Board (formerly Essex Integration Board) will provide the leadership to sustain further 'whole-system' public service reforms across Essex.

Progress Update

In October 2012 a series of business cases for public sector reform were submitted to government as part of the Whole Essex Community Budget Operational Plan. Since then, across the programme, the team has been updating and strengthening the business cases and engaging more with partners to seek support and investment and to refine the implementation plans. Resources committed to the programme from local partners now exceed those contributed during the formal pilot phase between February and October 2012.

Reducing Domestic Abuse

The proposition in the October submission to HM Government rested mostly on two main points –

- 1) a multi-agency hub,
- 2) the deployment of Independent Domestic Violence Advisors (IDVA) to tackle interaction with 'Medium' and 'Low' severity cases.

Changes since October:

- Aspiration to secure £2.2m investment over 4 years helping an additional 6000 victims and delivering over £11m in benefits.
- Phased expansion of IDVA support teams instead of countrywide approach.
- Re-profiling of costs and benefits to reflect phased approach. Reduced costs to next FY from £3.5m to £370k.
- Specifically the project will:
 1. Implement a long-term multi-agency strategy and commissioning approach **by May 2014**
 2. Set up a multi-agency support Hub for Domestic Abuse.
 3. Redesign services, centre of expertise, advocacy, planning and advice **by June 2013 (phase 1 - pilot), by July 2014 (phase 2) and by April 2015 (phase 3)**
 4. Implement a whole-system approach to the management of the perpetrator **by July 2014.**

Progress:

The Hub has been put into place in October by Essex Police; plans are still in place to add ECC resource to that hub to expand towards multi-agency working. The IDVA deployment is being planned as a phased start in Braintree and Basildon and will seek to provide evidence success of the approach.

The project aims contribute directly to the Police & Crime Commissioner's priority plans around supporting victims. They enable ECCs commitments to Health and Wellbeing and link closely with the FCN/Family Solutions business case.

Family Solutions (Formerly Families with Complex Needs)

The proposition is to establish a new approach to working holistically across Essex with disadvantaged families with multiple difficulties to enable them to make significant changes and improvements to their lives and thus reduce their dependence on high cost public services.

Progress:

- The Troubled Families Initiative and WECB Families with Complex Needs Programme merged January 2013 – now known as **Family Solutions**;
- Four teams are already established, one in each quadrant;
- Reduction in the overall number of planned teams to eight from twelve although the whole county is covered; From October eight teams across Essex, two per 'quadrant':
 - Harlow/Uttlesford; Epping /Brentwood; Braintree; Chelmsford/Maldon; Basildon; Castle Point and Rochford; Tendring; Colchester.
- Draft Specification drawn up to commission targeted Volunteering Programme from Jan 2014 providing 250 volunteers over 2 years. This reflects a reduction in target volunteers from 750 in line with revised financial commitment from partners;
- Revised Business Case identifies the funding required for 2013-14 including:
 - £1.5m secured from the Schools Forum over two years
 - £250k for 2013-14 from the Health Transition Fund
- Discussions continue with partners to agree contributions to local teams from October 2013;
- CCGs' Integrated Plans reflect links to Family Solutions;
- Police officers linked to each team and 14 Social Justice Advisers from DWP/JCP;
- Information and awareness-raising sessions on implementation April –October;

- Essex Support For Children and Families Document signed off by Essex Safeguarding Children Board 12-03-13.

Strengthening Communities

In October, this case was presented as a proposition paper, with clear intent to bring a detailed business case back for further consideration. The proposition has developed further, with feedback from a number of Partners. It is evident that this is a very complex piece of work. A clear business case outlining whole system costs and benefits will rely on the evidence base built from a variety of initiatives which will enable the project to make a case for the continued development.

The stage 2 paper developed the ideas presented in October 2012 and takes account of the significant level of feedback from partners around Essex to offer a series of proposals for the next phase of this programme.

The core proposition is to build a small 'communities team' who will further develop and initiate activity within a county-wide framework while building up an evidence base, working with a small number of local areas to design and evaluate a number of local pilot approaches and further roll-out. This will include preparing funding proposals for particular approaches, as required, in the form of specific business cases.

Other elements of the next work phase are:

- Establish a multi-million pound community resilience fund;
- County-wide campaign to maximise voluntary activity;
- Development of Thurrock ABCD and Local Area Co-ordinator approach;
- VCS Strategy:
 - establish a consistent, multi-agency approach to VCS commissioning;
 - clarify how the future VCS commissioning landscape will operate;
 - more joined-up approaches to commissioning, with partners;
 - supporting innovation within the VCS;
 - alignment between external finance & outcomes of public sector VCS funding.

Social Investment

WECEB's Next Generation Investment Project includes a sub-programme tasked to advance the opportunities listed above, and to lead a pipeline of future projects through the developmental phase. The drugs opportunity is the most advanced. The viability of the project has been established following a feasibility study. An expression of interest has been submitted to the Cabinet Office, and accepted, for £4m contribution to funding. Design work is to commence shortly.

A tender is currently in the market to procure a Social Investment Finance Intermediary (SIFI) to support further scoping work and to undertake a feasibility study for the alcohol opportunity. A Dynamic Purchasing System is to be established from which consultancy

services can be called off to support the scoping, feasibility, design and implementation of the pipeline of projects.

The success of the Programme relies on the identification of projects which have measureable outcomes, produce significant cashable savings and stimulate private investor interest. The current pipeline of multi-partner investment opportunities focus on:

Drug recovery	attracting social investment in service for crack and opiate users to reduce long-term dependency
Social isolation	reducing isolation amongst older people reducing pressure on health and social care budgets
Alcohol reduction	delivering savings by reducing the acute costs of alcohol abuse on the NHS and criminal justice system
Offender accommodation	investing in housing and targeted support to tackle the key drivers of re-offending
Offender employment	investing in derelict property which can be sold and reinvested when renovated by ex-offenders

These will need to be supported with feasibility work, but Essex partners aspire to attract £100m of social investment by 2016-17

Reducing Reoffending

The core proposition has not changed from that delivered in October; the proposal looks to develop integrated 'pathways' across public sector agencies to tackle the factors which address the likelihood of offending and change attitudes and behaviours. A commissioning group and overseeing governance body is proposed to facilitate and drive this. Work undertaken since October has improved clarity on the required work-plan for 2013/14 such that the design phase is extended. This will have the effect of deferring benefits by one year. Delivery costs for 2013/14 have reduced (from £319k to £43k).

The work plan is set out as follows:

Activity	Outcome	'Asks' of partners
Map the 'as is' current services and demand for investment across the seven pathways	Agree with partners the priority and focus areas. Identify the change required. Enables successful commissioning of right services	<ul style="list-style-type: none"> - Active involvement in research & analysis. - Provide access to data. - Advice on funding potential

Identify the cost of current systems at the local level.	Provides the costs / benefits of current systems at the local level. Supports successful commissioning and monitoring.	<ul style="list-style-type: none"> - Agree scope of the research - Data gathering and provision - Active participation in research - Advise on data collection
Design and Build The Essex Offender Accommodation Forum.	Establish the forum ensuring specialist housing support.	<ul style="list-style-type: none"> - Jointly develop strategy & ToR - Active participation in the Forum - Take part in options analysis, exploration of legal and practical issues.
Seek investment for New Generation Investment projects	Establishment of a Social Enterprise model (training, employment).	<ul style="list-style-type: none"> - Involvement in funding and investment discussions - Contribution to Lessons learnt from existing enterprises - Advise on bid proposals
Develop Joint Strategies for Offender and Children of Offender	All partners are aligned and agreed on a joint strategy	<ul style="list-style-type: none"> - Consultation and joint development of the strategy design
Agree with partners a joint Commissioning Board for Social Exclusion	Agreed ToR and strategy for implementation	<ul style="list-style-type: none"> - Engagement with current commissioners and CCG's - Agreement of ToR - Agreement of principles, budget and client groups to be commissioned against

Skills for Growth

The underlying proposition is unchanged since October's submission; the subsequent work has reduced overall costs and marginally changed benefits while work has started through the establishment of 8 task & finish (T&F) groups to work on detailed design of the proposals contained in the business case. These T&F groups are led by a range of organisations from across Greater Essex, involving unitaries, districts/boroughs/city, the voluntary sector, Higher Education, colleges and the private sector. The team are developing the learning gained from the other pilots and City Deal programmes which is enabling us to underpin the work of the T&F groups and add detail to our proposals. Government are currently being engaged on their response to our asks and ensuring alignment to both the Government thinking and the objectives of the business case and a dialogue has been opened with the South East Local Enterprise Partnership (SELEP) to ensure that its future role on Skills (post Heseltine review) is informed by, and utilises, the work being developed through the WECB proposal.

Integrated Commissioning

Following submission of the business case in October 2012, the project was re-directed to focus on using the Clinical Commissioning Group (CCG) Integrated Planning process as the primary vehicle to develop Integrated Commissioning Plans between each of the five Essex CCGs and ECC. These Integrated Plans, formed in partnership with ECC will be presented at Essex Health and Wellbeing Board in March 2013 and will describe the strategic direction of each of the CCGs between 2013/14 and 2015/16. The plans will include detail of the commissioning priorities, the financial challenges of the CCGs, and the impact of those challenges on integration and ECC.

Essex Partnership Board will receive progress reports but will have no active involvement in the plan creation process which will ultimately be delivered to the National Commissioning Board.

Essex Partnership Board (formerly Essex Integration Board)

1. Building upon the experience of the Whole Essex Community Budget Programme, it is clear that there is a need for a mechanism to drive forward further integration projects, adopting a practical and pragmatic approach to strengthening whole-systems thinking across the local public services. Partners have recognised the importance of embedding new ways of working and establishing a cross-partner infrastructure to sustain a whole-system approach to Essex public services over the long term.

The Essex Partnership Board (EPB) will provide leadership to help shape the strategic direction of local public services. It will embed a whole-systems approach to local public services in Essex and provide a mechanism to support the delivery of key system change activities.

The EPB can only operate with the consent and co-operation of sovereign partners and key partnerships across Greater Essex

2. It will be for the Board to determine its own work programme but the focus is likely to be on the development and delivery of system-change projects that:
 - Address issues that impact on multiple partners;
 - Encourage integration in the local public services; and
 - Enhance multi-agency work to address costly, cross-cutting challenges.

Other criteria that the Board may consider in determining their work programme are amount of spend; system complexity; the extent of the issue; the population affected and public opinion. It is worth bearing in mind that the WECB programme addressed

areas of spend amounting to circa £1.7bn of a total Essex Public Sector spend of £10.3 – 12.8bn. Clearly not all of this spend will be addressable.

The Board may use a wide range of mechanisms to determine its work programme including:

- Setting up focused commissions, led by a member(s) of the Board;
- Scenario planning exercises;
- Consultation and public engagement;
- Escalation from thematic partnerships, e.g. Health & wellbeing Board, Safer Essex, etc.

These mechanisms could also be used for an on-going refresh of any work programme.

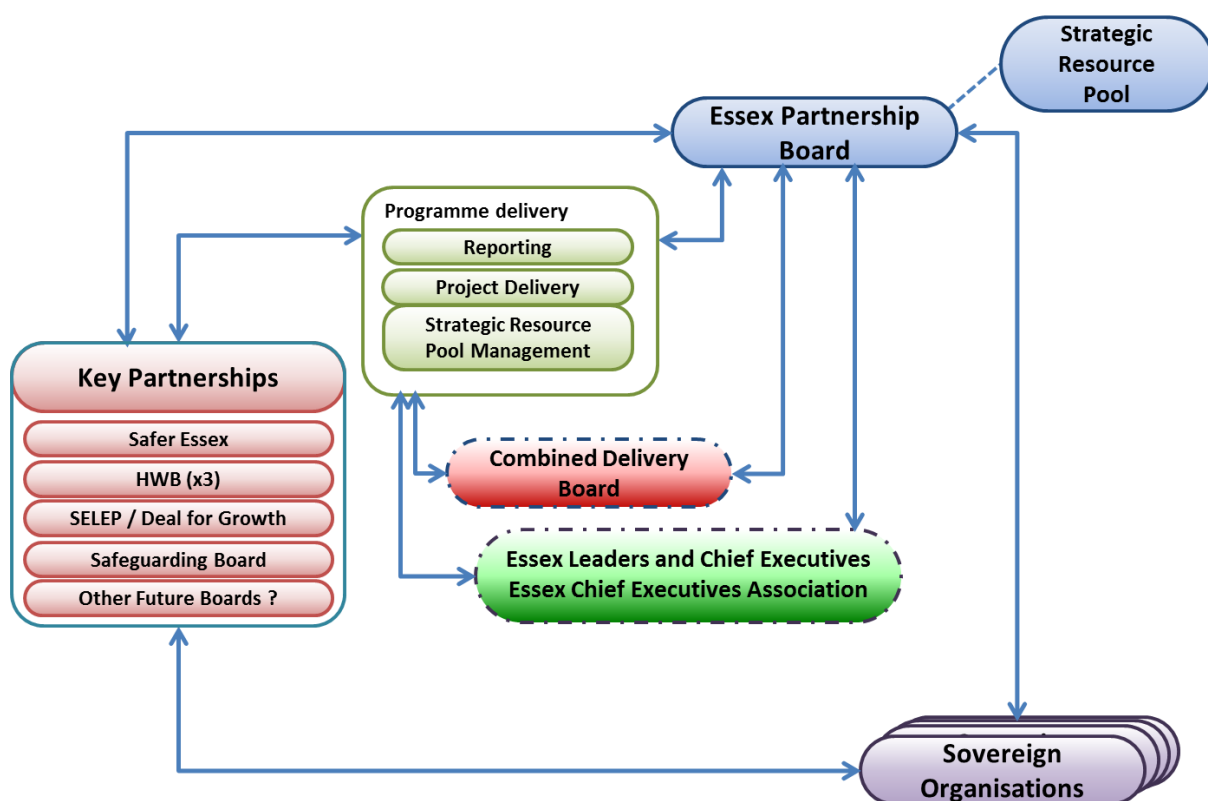
3. The EPB will focus on developing and delivering a programme of projects to the point at which a robust business case can be offered to sovereign partners for investment. The EPB will play a role in developing and brokering investment agreements between partners, potentially securing greater access to funding sources than currently available to partners in isolation.
4. The relationship between EPB and key sovereign organisations and partnerships needs to be understood better but at the very least, will include updates to groups such as the Essex Leaders and Chief Executives Group, the Essex Chief Executives Association and other key strategic partnerships, as well as the sharing of EPB agendas, papers and minutes widely.

5. Membership

Name	Position	Organisation
Cllr Peter Martin	Leader	Essex County Council
Cllr Nigel Holdcroft	Leader	Southend on Sea Borough Council
Cllr John Kent	Leader	Thurrock Council
Nick Alston	Police and Crime Commissioner	Essex Police
Cllr Pam Challis	Council Leader	Representative of District and Borough Councils in South Essex
Cllr Jim Ketteridge	Council Leader	Representative of District and Borough Councils in West Essex
Cllr Bob Boyce	Council Leader	Representative of District and Borough Councils in Mid Essex
Cllr Graham Butland	Council Leader	Representative of District and Borough Councils in North Essex
Dr Sunil Gupta	Chief Executive	Castle Point and Rochford CCG – representing CCGs in South Essex

tb	CCG Chair	Representative of CCGs in North Essex
Andrew Pike	Director	NHS Commissioning Board
Bob Reitemeier	Chief Executive	Essex Community Foundation
Michael Large	Chairman	East of England Business Group
Michael Thorne	Vice Chancellor	Anglia Ruskin University
tb	Director	Whitehall Department (DCLG or HM Treasury)
Joanna Killian	Chief Executive	Essex County Council (lead authority for WECB programme)

6. The first meeting was held on 19th March where terms of reference were agreed, including membership, name, meeting frequency and other matters, subject to some minor changes to be confirmed at the April meeting. The operation of the Board will be supported by a programme delivery function.
7. The following illustration represents schematically the interaction between the various boards, partnerships and organisations currently in the Essex Partnership landscape insofar as they relate to the EPB. There is no expectation of, or intent to suggest, hierarchy in any form.



Further information can be obtained from the WECB programme office or by visiting the website www.wecb.org.uk