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# Changing the paradigm: from partnership meetings to customer and community empowerment

Dan Gascoyne

Assistant Director of Corporate Policy, Strategy and Partnerships

Essex County Council

Essex County Council

# Changing the paradigm

*"…the old big-government, top-down way of running public services, releasing the grip of state control and putting power in people's hands. The old dogma that said Whitehall knows best - it's gone. There will be more freedom, more choice and more local control. Ours is a vision of open public services…"*

*Rt Hon David Cameron MP, Prime Minister*

*11th July 2011*

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# ‘Map of the World’ – LSP

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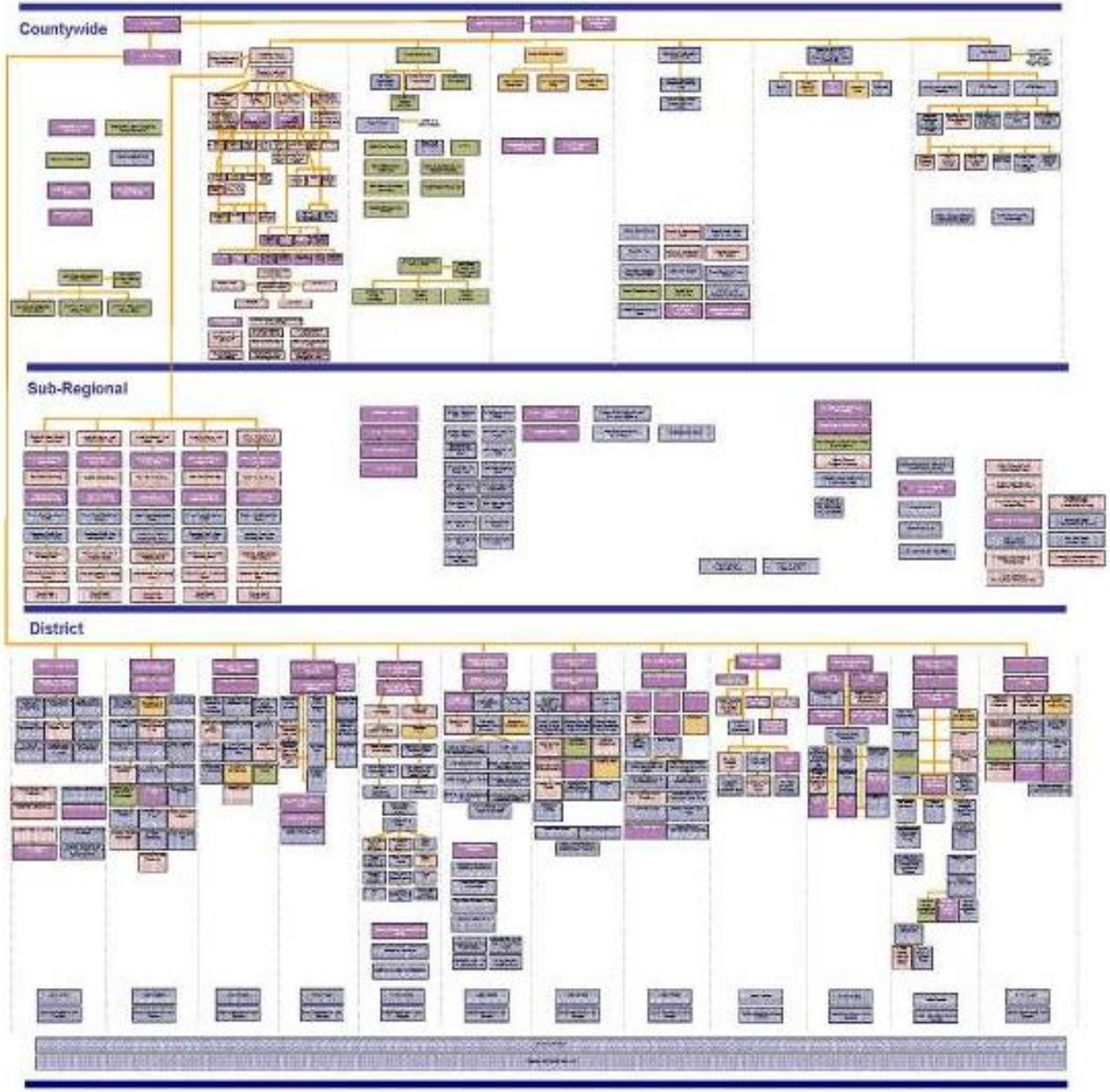


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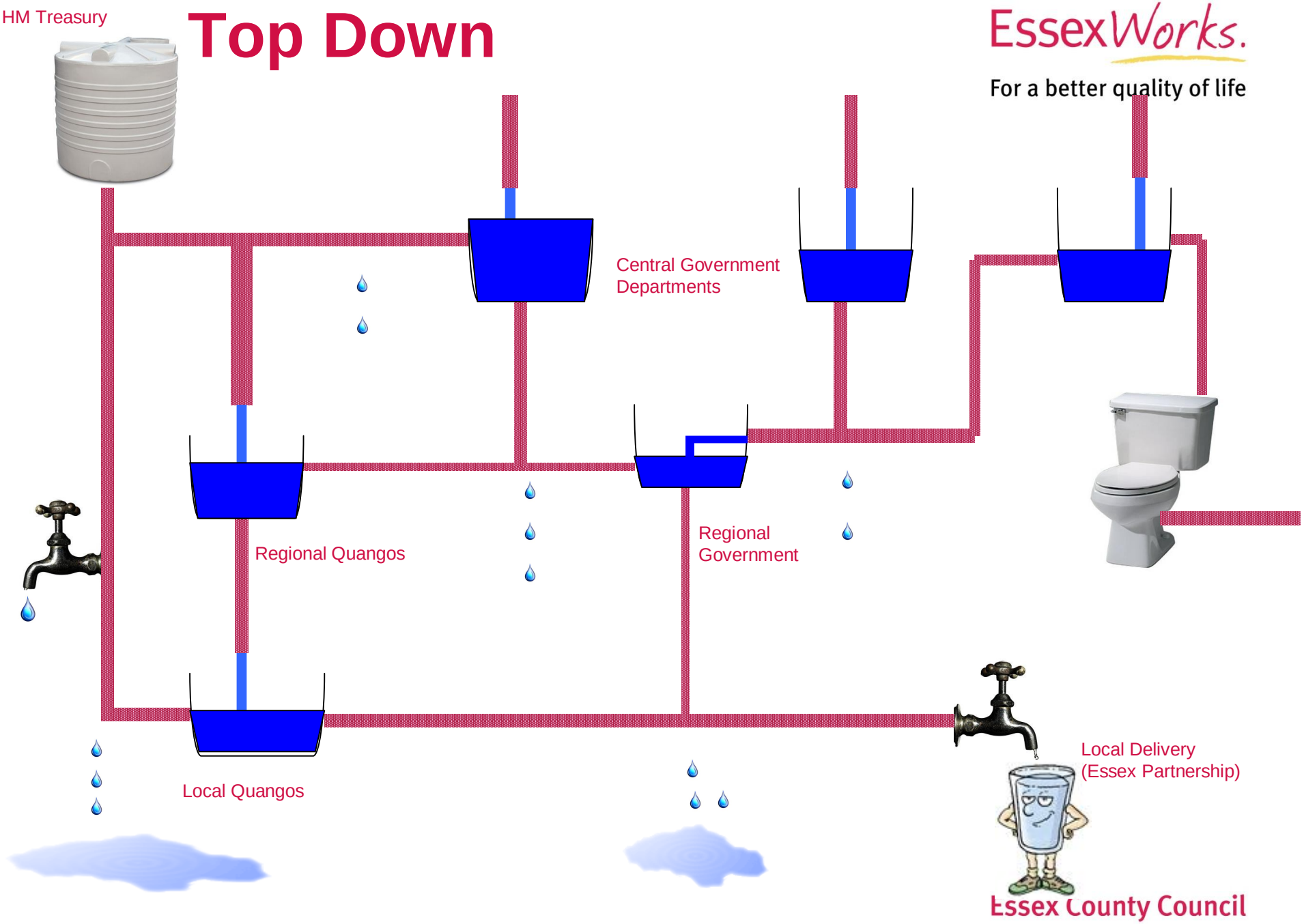
# Top Down

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# Localism Bill

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# Open Public Services

- Wherever possible we will increase choice.
- Public services should be decentralised to the lowest appropriate level.
- Public services should be open to a range of providers.
- We will ensure fair access to public services.
- Public services should be accountable to users and to taxpayers.

# The future – locally led

- Less top-down machinery
- A lot more barn raising
- Shift from silos & services to systems approaches
- Connections (networks) more important than structures
- Partnerships as enablers

# Emotional Journey Map

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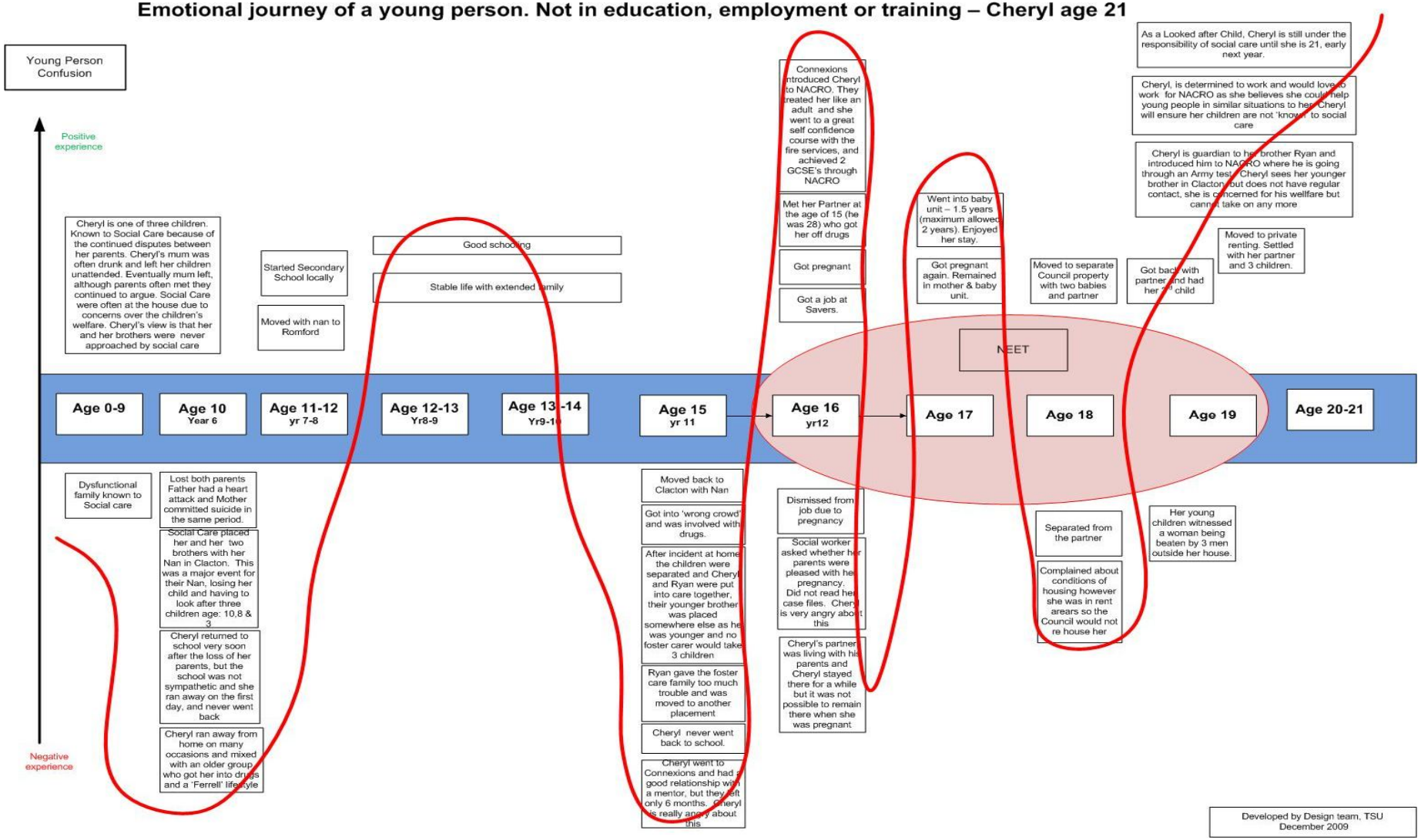
**Emotional journey of a young person. Not in education, employment or training – Cheryl age 21**

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# NEET lifecycle Intervention Services

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| | Age 0 to 5 | Age 5 to 11 | Age 11 to 16 | Age 16 to 19 | Age 19 to 25 |
|---|---|---|---|---|---|
| **NEET Lifecycle:** | **Nursery/ pre-school**<br>Possible: family problems, housing problems, child protection issues, LAC | **Primary schools**<br>Possible: family problems, housing problems, child protection issues, LAC, change of schools, special needs aren't identified | **Secondary schools**<br>Possible: Lack of family support, confidence and aspirations, bullied, LAC, special needs aren't adressed, peer pressure | **Higher education/ employment**<br>Limited/ unrealistic career aspirations, hard to engage with so lack understanding of career options. Coupled with continued lack of family support, confidence and aspirations. Lack of basic reading and writing skills, teenage pregnancies, youth offending, travel linked with confidence, benefits | **Further support** with employability if have learning difficulties, travel linked with confidence, no useful skills, low self esteem, access to 'easy' benefits, no longer have schools/ Connexions support/influence. |
| **Service focus** | Police, Children's trust, clacton family centre Diversity project, school improvement primary, family support councilling service, Children's legal centre, foster care association, ECC social care, ACP/LAC Tendring, SENCAN, education welfare, MAAGS/ TASCC | Police, Children's trust, clacton family centre Diversity project, school improvement primary, family support councilling service, Children's legal centre, foster care association,<br>ECC social care, ACP/LAC Tendring, SENCAN, education welfare, MAAGS/ TASCC<br>Secondary education (age 11), teen talk adolescent befriending project, youth centre Frinton and children's support service- PRU (BAPs funded) all start at age 11. Additional at earlier ages; ECC FIP, ECC DAAT, police drug and alcohol awareness, youth offending team. | Police, Children's trust, clacton family centre Diversity project, family support councilling service, Children's legal centre, foster care association, ECC social care, ACP/LAC Tendring, SENCAN, education welfare, MAAGS/TASCC<br>Secondary education, teen talk adolescent befriending project, youth centre Frinton, children's support service- PRU (BAPs funded). ECC FIP, ECC DAAT, police drug and alcohol awareness, Intend, youth offending team, Connexions, ECC 14-19 team, Job centre plus (age 16), TYA, Prince's trust (age 16), Inclusion ventures, learning skills council, WBL providers e.g. career track, step on, apprenticeship programmes, diplommas, TBG learning, NACRO.<br>BCT consortium, Tendring coast-ed funding, Sure start, adult community learning (targetted at 16+) , Trading and business group,The futures project, TREE, Pioneer, RONIE, Essex youth build 16+ | Police, teen talk adolescent befriending project, Children's trust, clacton family centre Diversity project, family support councilling service, Children's legal centre, Intend, YOT, Job centre plus, mental health trust, foster care association, ECC social care, ACP/LAC Tendring, SENCAN, education welfare, housing in Tendring, learning skills council, MAAGS/TASCC, Prince's trust, ECC FIP, Inclusion ventures, WBL providers e.g. career track, TBG learning, NACRO. Futures project, BCT consortium,Tendring coast-ed, adult community learning, Trading & business group, youth build 16+, TREE, Pioneer, Catch 22 | Police, Children's trust, clacton family centre Diversity project, Children's legal centre, ECC FIP (housing) foster care association (if at uni), housing in Tendring, job centre plus, mental health trust, intend, learning skills council (adult learning) teen talk adolescent befriending project, Inclusion ventures (for LD only), Prince's Trust, WBL provider - career track, BCT consortium, youth build 16+, TREE |
| **Insights** | | | | | |
| **Gaps** | Managing dysfunctional families | Co-ordination between initiatives | Young person development plan and support<br>Clear tracking | Continuous support to young people, employer relationships and incentives | |
| **Number of services available** | **10+** | **15+** | **40+** | **30+** | **10+** |

# EssexFamily

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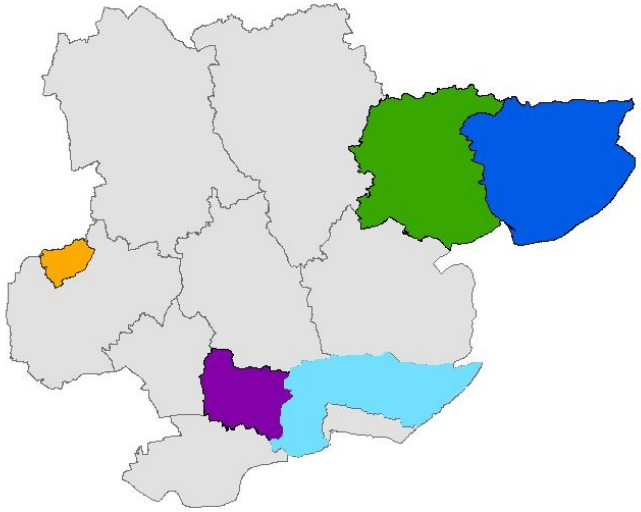
## ‘citizen-led whole-systems approach’

Focus on effective early intervention to secure better outcomes for families, starting in five localities- Basildon, Castle Point & Rochford, Colchester, Harlow, and Tendring



| April 2011 | by Sep 2011 | Autumn 2011 | Sep 2012 | March 2013 |
|---|---|---|---|---|
| Action planning | Co-design prototypes | ‘Go live’ | Review outcomes | Evaluate & expand |

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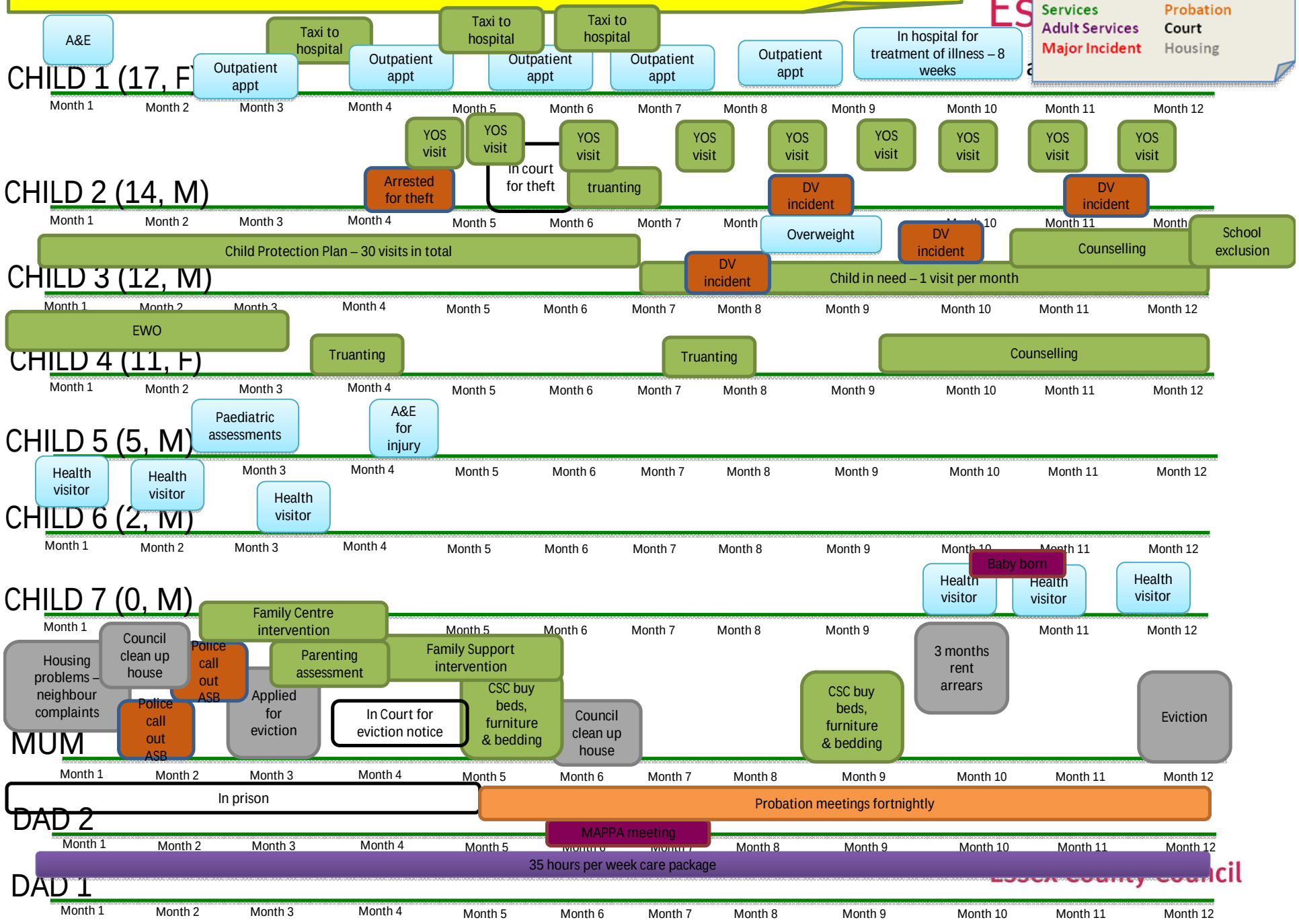
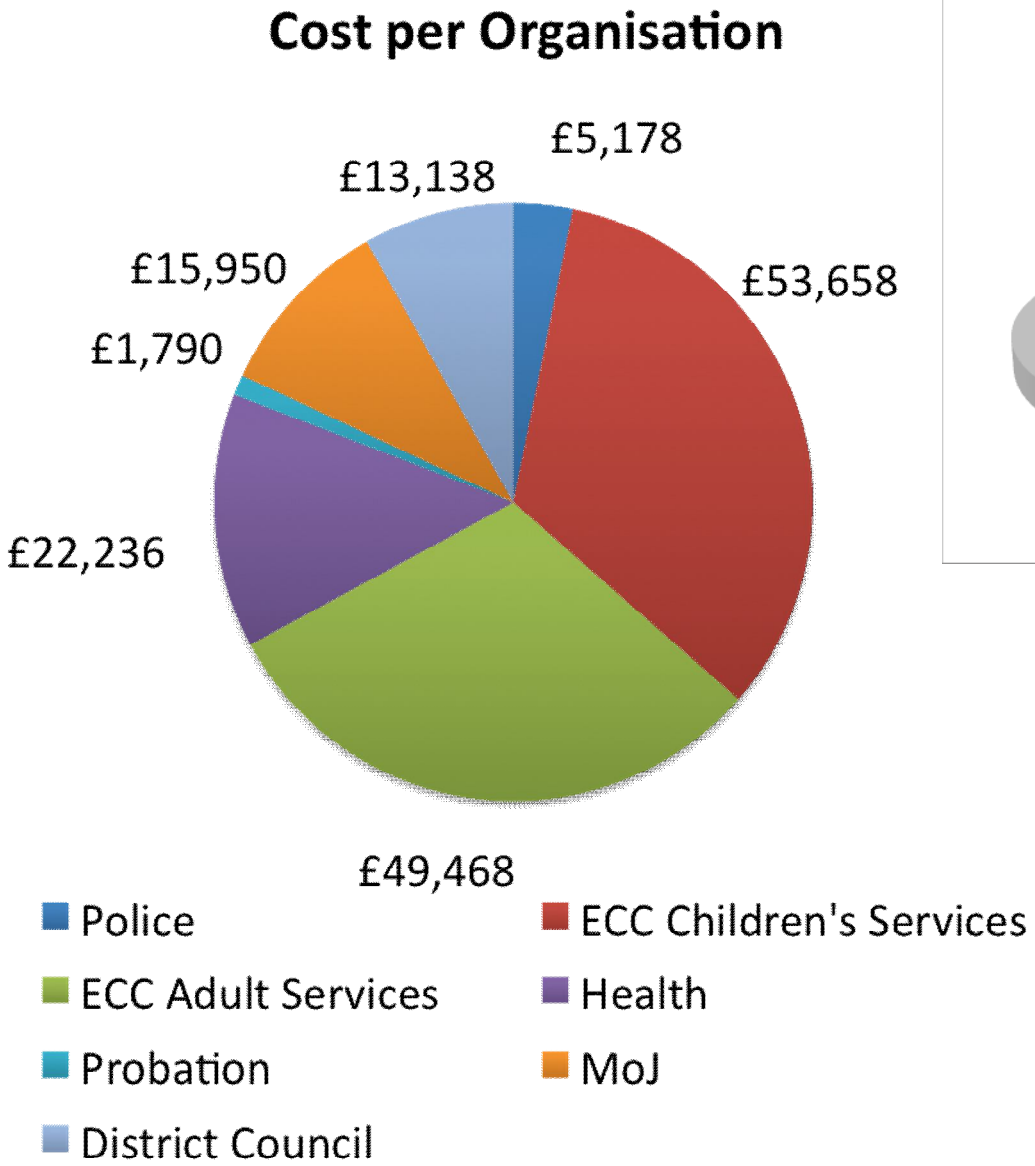
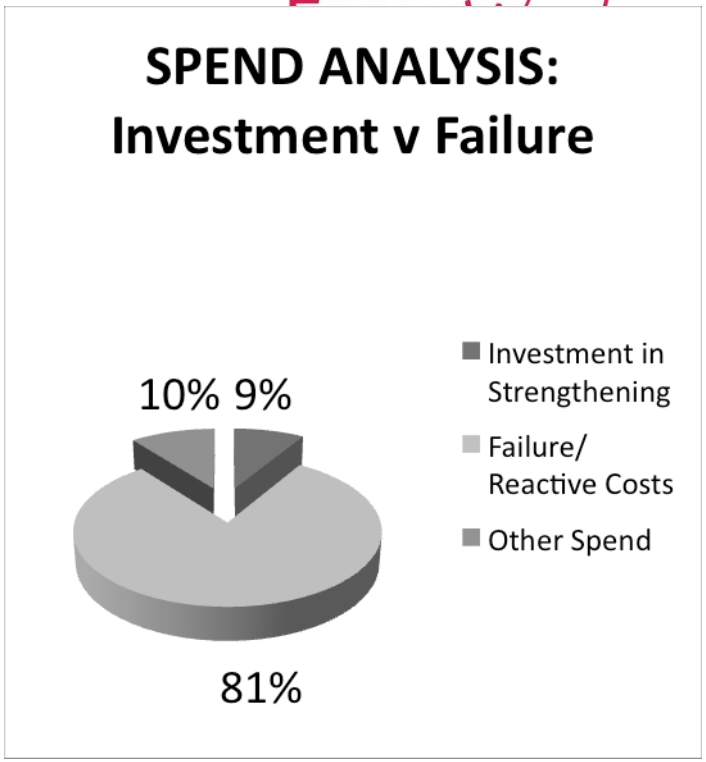
# Perspectives

# ESSEX FAMILY CASE STUDY - Large & Highly Complex Family



# Case Study: WHO PAYS?




Total Cost: £161,418

# Data Analysis: Local Headlines

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**Basildon**

422 families @ £59m

**Castle Point & Rochford**

235 families @ £33m

**Colchester**

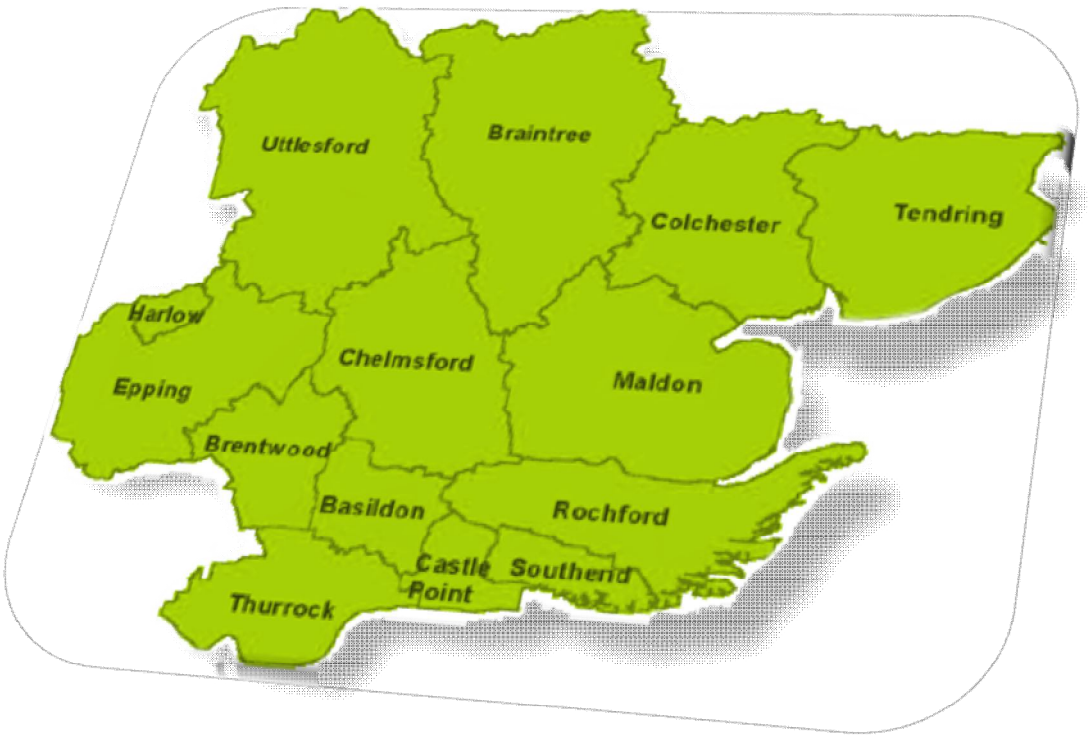
286 families @ £40m

**Harlow**

215 families @ £30m

**Tendring**

320 families @ £45m



# Approach

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- Engage Families
  - listening, ethnography, co-design
  - Commitment to honesty and challenge
- Engage Communities
  - from consultation to meaningful engagement
  - seeding ownership within places
  - surfacing unrecognised resources, communities part of the solution e.g. BasildonFamily
  - harnessing volunteer and peer-to-peer capacity
- Focus on scaleability
  - avoid designing Faberge Eggs
  - realisable savings
  - holding our nerve

# Insights

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| |
|---|
| Customers must be experts to make the system work for them |
| It's difficult to get the right information at the right time |
| Current provision creates dependency and costs too much |
| There is poor collaboration between agencies & services |

| |
|---|
| We'll never have all the evidence when commissioning begins |
| We can't control all outcomes for all people and places |
| Communities have untapped capacity we need to harness |
| Families need ownership over changes they have to make |
| Early intervention is cheaper & more effective |
| Innovation can't surface from tightly controlled processes |

# Impacting on the System?

- Macro-level Commissioning
- Personalised budgets
- Family MAAGs (Multi-agency Allocation Groups)
- Integrated Offender Management
- Health engagement e.g. QIPP
- Work Programme & ESF
- Housing

# Redefining Partnerships

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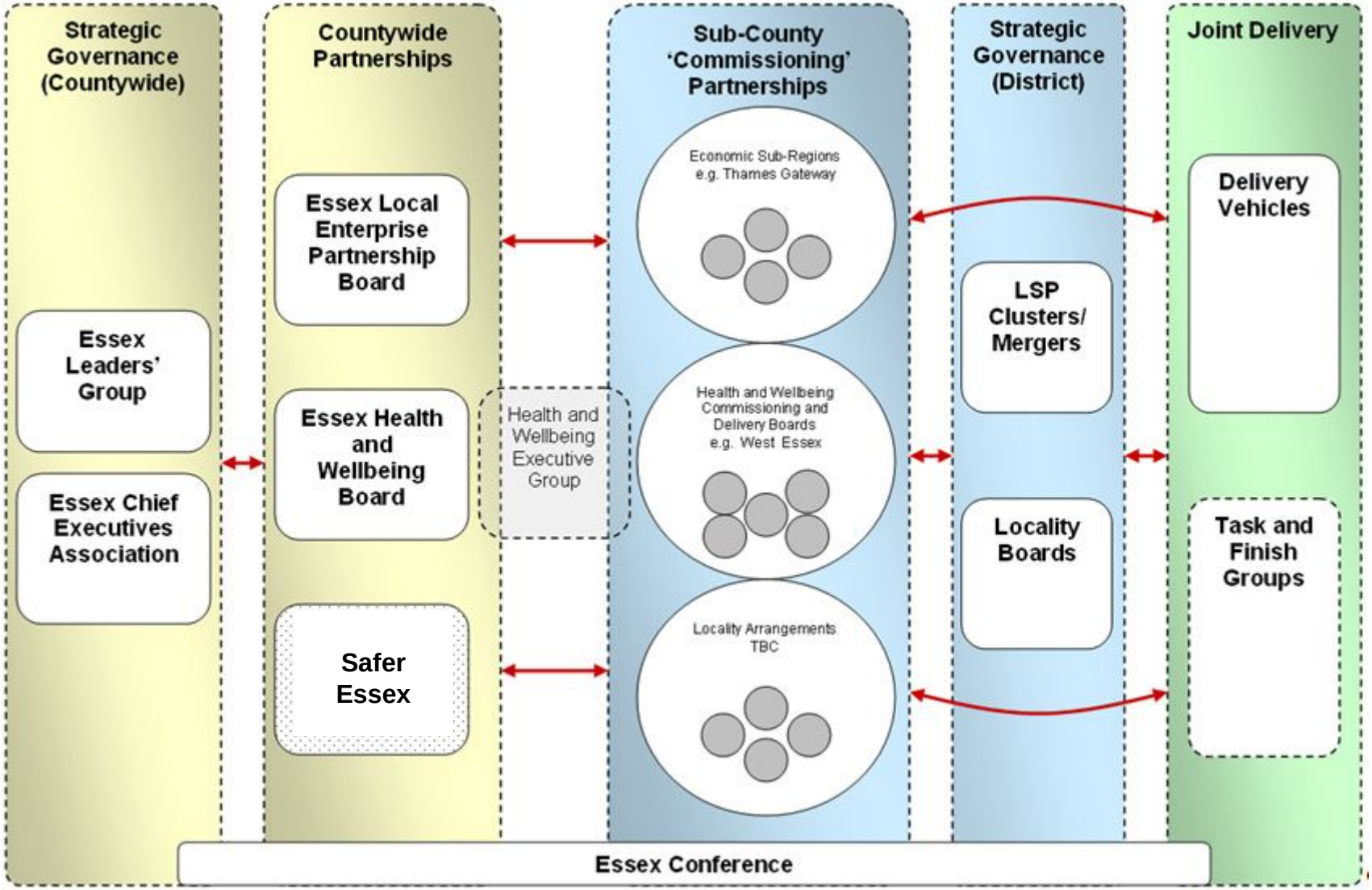

# Conclusions

- Governance key to embedding whole system changes
  - e.g. EssexFamily Steering Group reporting to pre-Shadow Health and Wellbeing Board
  - Locality Boards under development, locally-led
- Role of the Council
  - leading, enabling, accountable, representative, and open to new ideas
- Roles for partnerships
  - sharing information, integrating delivery, pooling resources