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Systems approaches to Community Budgets

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Essex County Council

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About Systems…

A system is not the sum of its parts - it is the product of their interactions, so…

…the performance of the system depends on how well the parts fit together, not how well they perform individually

Systems Thinking is a way of thinking about life, work, and the world based on the importance of relationships (interconnections).

Systems Thinking also provides a language and a scientific technology for understanding and dealing with complexity and change.

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Dysfunctional [services]- NEETs

	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** Possible: family problems, housing problems, child protection issues, LAC	**Primary schools** Possible: family problems, housing problems, child protection issues, LAC, change of schools, special needs aren't identified	**Secondary schools** Possible: Lack of family support, confidence and aspirations, bullied, LAC, special needs aren't adressed, peer pressure	**Higher education/ employment** 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, ECC social care, ACP/LAC Tendring, SENCAN, education welfare, MAAGS/ TASCC 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 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. 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 Clear tracking	Continuous support to young people, employer relationships and incentives	
Number of services available	**10+**	**15+**	**40+**	**30+**	**10+**

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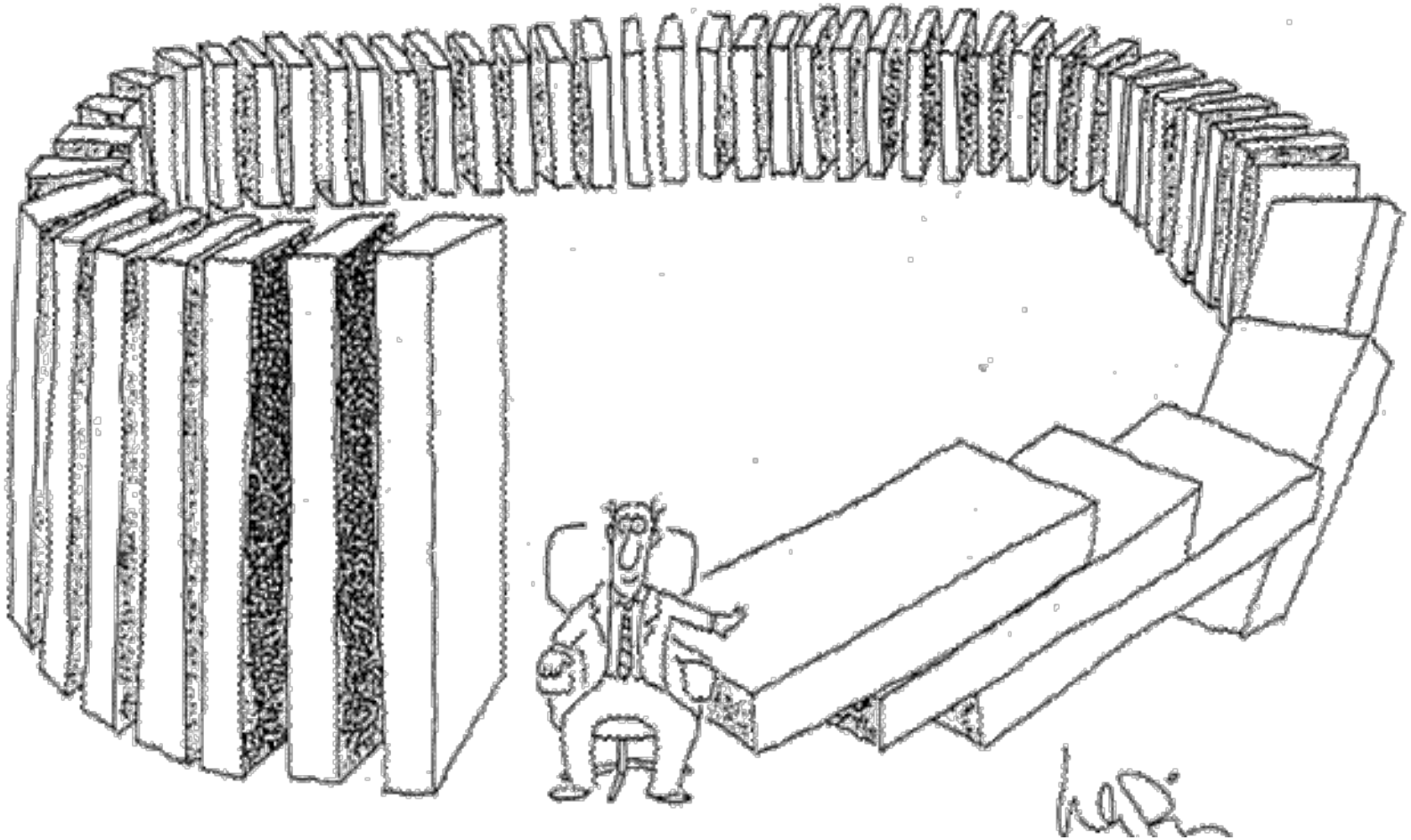
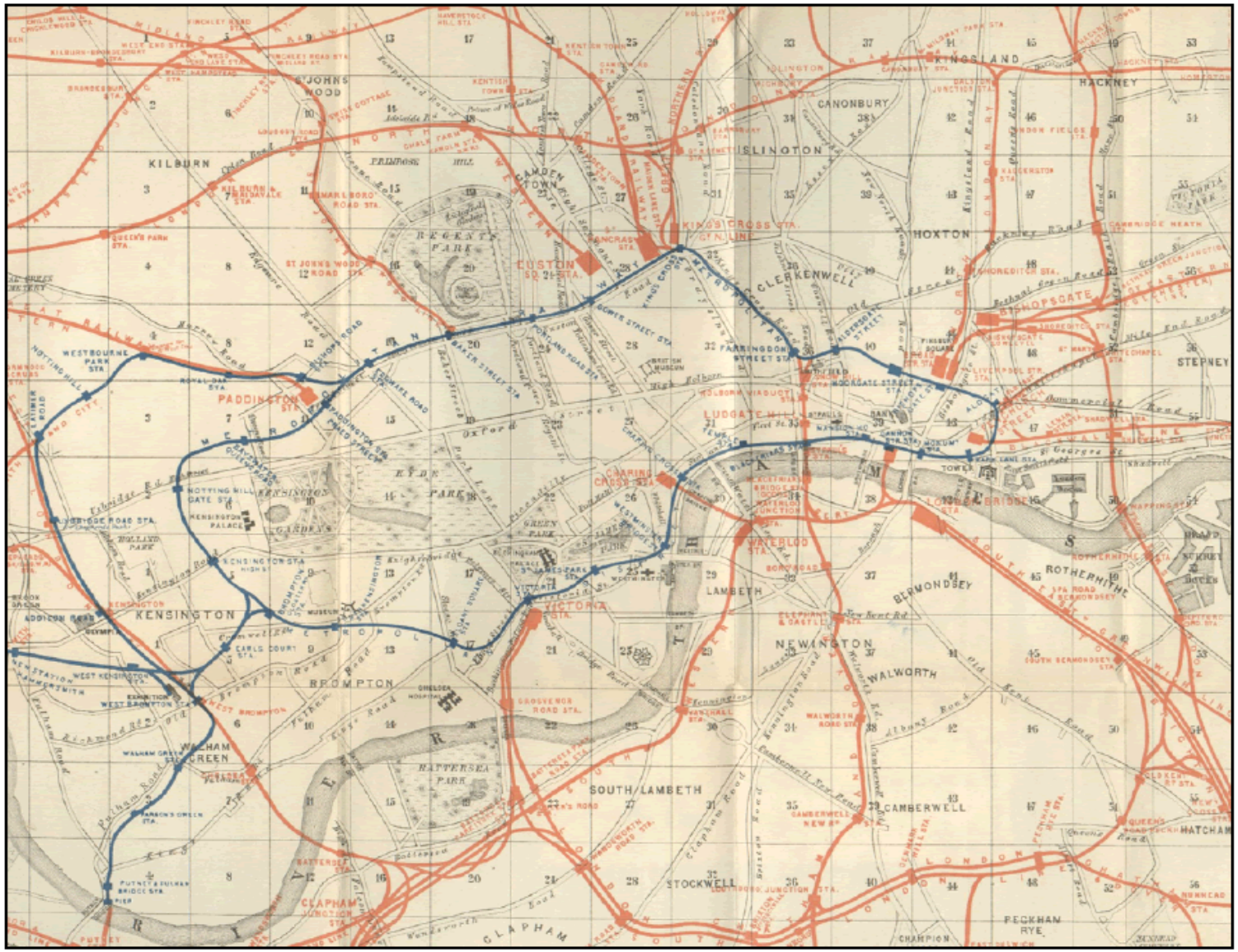
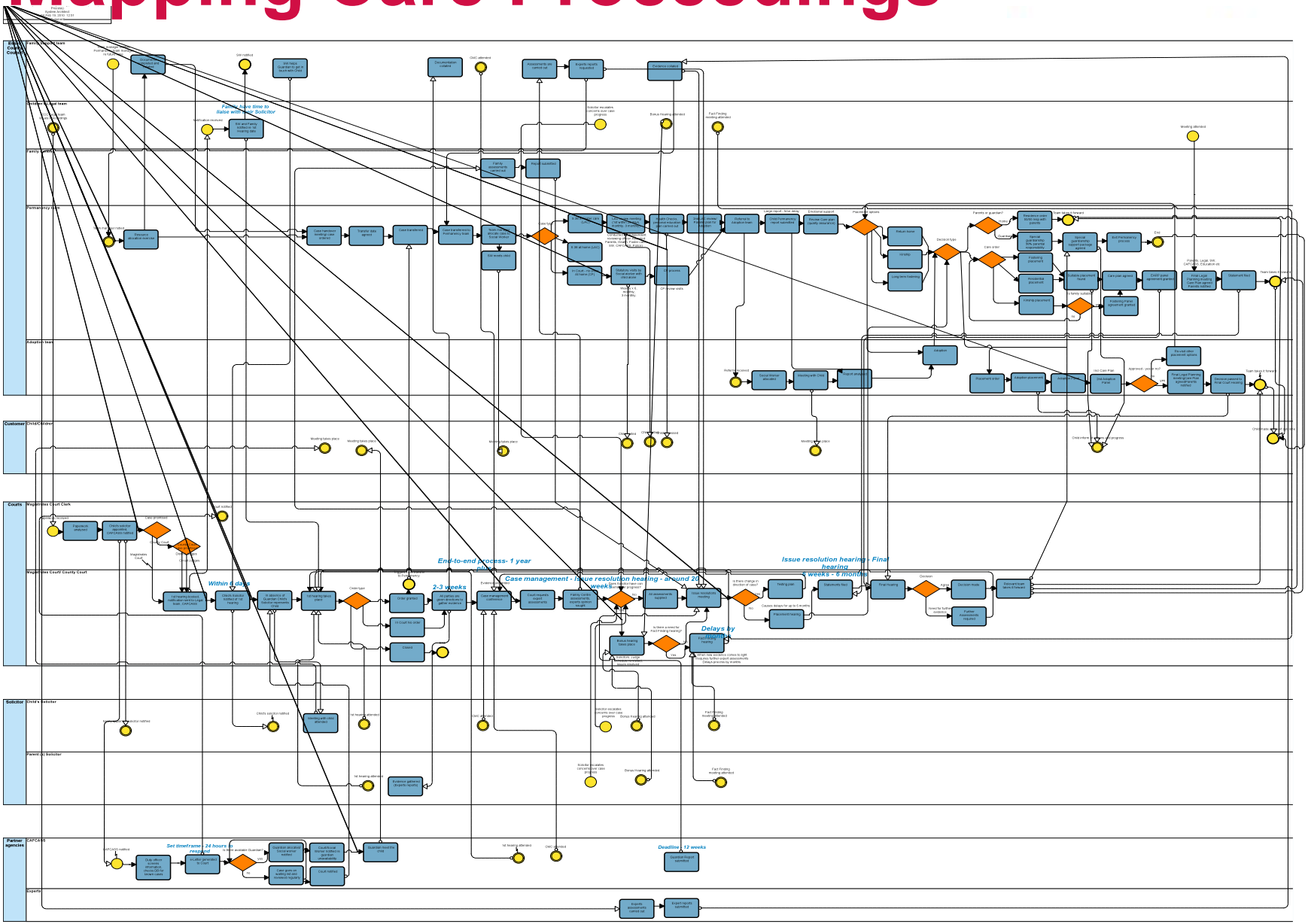
Cause-and-Effect / Unintended Consequences – e.g. Skills



London Underground 1889



Mapping Care Proceedings



ESSEX FAMILY CASE STUDY 2 Large & Highly Complex Family

KEY:
Children's Services
Adult Services
Major Incident
Police
NHS
Probation
Court
Housing

CHILD 1 (17)

A&E
Taxi to hospital
Outpatient appt
Taxi to hospital
Outpatient appt
Taxi to hospital
Outpatient appt
Outpatient appt
Outpatient appt
In hospital for treatment of illness – 8 weeks

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

CHILD 2 (14)

YOS visit
YOS visit
YOS visit
YOS visit
YOS visit
YOS visit
YOS visit
YOS visit
YOS visit
Arrested for theft
In court for theft
truanting
DV incident
DV incident

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

CHILD 3 (12)

Child Protection Plan – 30 visits in total
Overweight
DV incident
Counselling
School exclusion
DV incident
Child in need – 1 visit per month

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

CHILD 4 (11)

EWO
Truanting
Truanting
Counselling

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

CHILD 5 (5)

Paediatric assessments
A&E for injury

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

CHILD 6 (2)

Health visitor
Health visitor
Health visitor

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

CHILD 7 (0)

Baby born
Health visitor
Health visitor
Health visitor

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

MUM

Family Centre intervention
Council clean up house
Housing problems - neighbour complaints
Police call out ASB
Parenting assessment
Family Support intervention
Applied for eviction
Police call out ASB
In Court for eviction notice
CSC buy beds, furniture & bedding
Council clean up house
CSC buy beds, furniture & bedding
3 months rent arrears
Eviction

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

DAD 2

In prison
Probation meetings fortnightly
MAPPA meeting

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

DAD 1

35 hours per week care package

Month 1 Month 2 Month 3 Month 4 Month 5 Month 6 Month 7 Month 8 Month 9 Month 10 Month 11 Month 12

‘As is’ Risk

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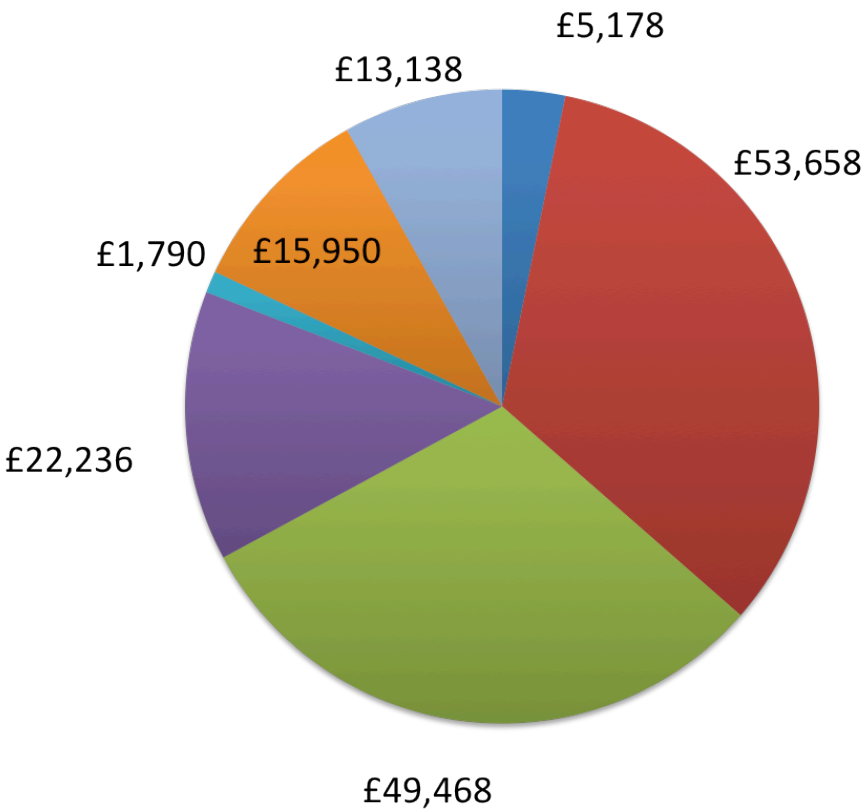

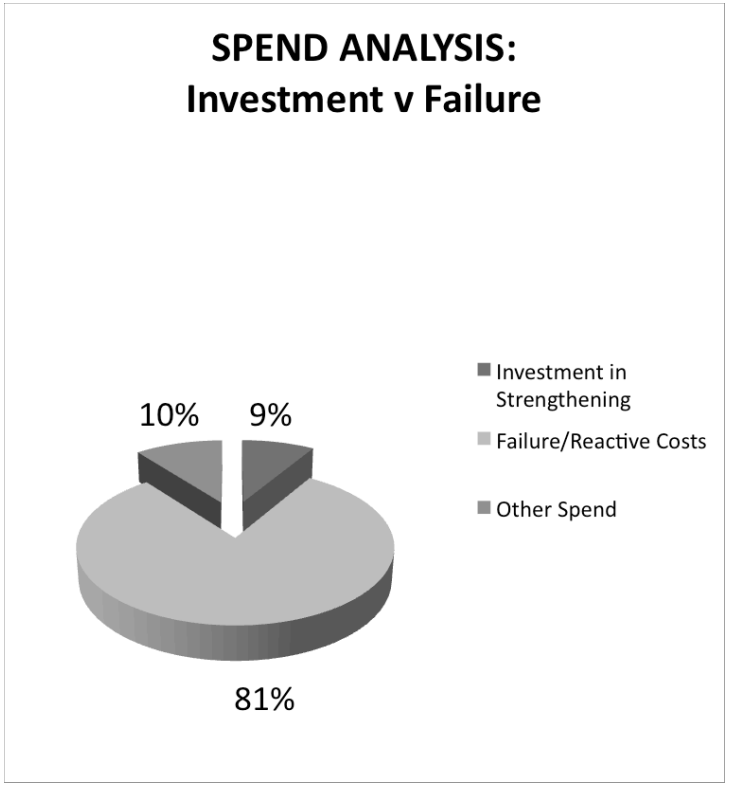

Total Cost: £161,418

Police
ECC Children's Services
ECC Adult Services
Health
Probation
MoJ
District Council

Estimated System Costs

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- **Basildon**

422 families** @ £54m

- **Castlepoint & Rochford**

395 families @ £50m

- **Colchester**

375 families @ £47m

- **Harlow**

207 families @ £26m

- **Tendring**

288 families @ £36m

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Triple Track approach

TRIPLE TRACK APPROACH

1. Securing better outcomes for families with the most complex needs in 5 places across the county
2. Shifting the mainstream system to deliver more effective early intervention to families everywhere
3. Growing & embedding a robust infrastructure for innovative, responsive and cost-effective democratic public services

September 2011 → **March 2012** → **March 2013**

September 2011: Working with local families communities and practitioners to develop propositions for locally sustainable, scalable radical innovations

March 2012: Develop ideas into detailed service designed plans which can be quickly and cheaply prototyped, refined and improved (or rejected)

March 2013: Develop robust and costed business cases for new approaches

Referral routes for prototypes

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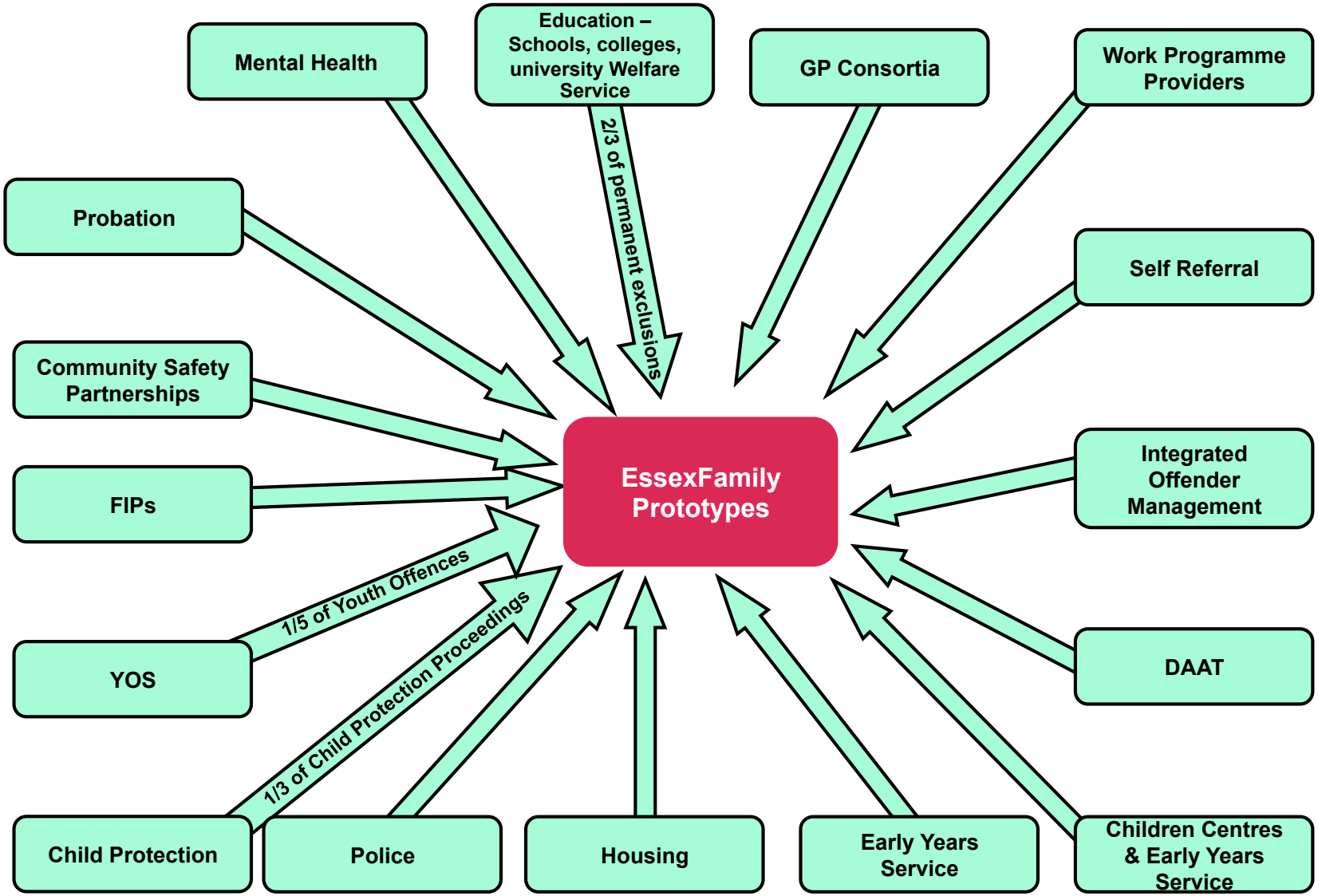

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ESSEXFAMILY

- We are taking a **systemic learning approach** (we are comfortable not knowing all the answers now)
- The answer **cannot be to do 'more of the same'**, or to tweak to what we were already doing
- EssexFamily is being invited to **explore, design and test innovations**: very different ways of working
- **We are testing big ideas**: approaches developed within the project will be useful beyond the project
- We will take a bold, **non-traditional approach** to resources
- We will commit to **honesty and challenge**

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What's happening – Prototypes

- Multi-agency Partnerships
- Neighbourhood Agreements
- Incentivising Community Resilience
- Family-led Assessments
- Family Budgets
- Data Sharing
- Community-led 'FIPs'

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Making it real: Business Cases

- Each locality will be producing at least one business case for a service to be potentially commissioned within Essex
- Business cases will be expected to show partnership agreements, robust evidence to show economic value, family & community engagement in service co-design
- Emerging services will need be scalable and provide annual cashable savings
- Strong evidence will be needed to support whole System change

Taking it to Scale

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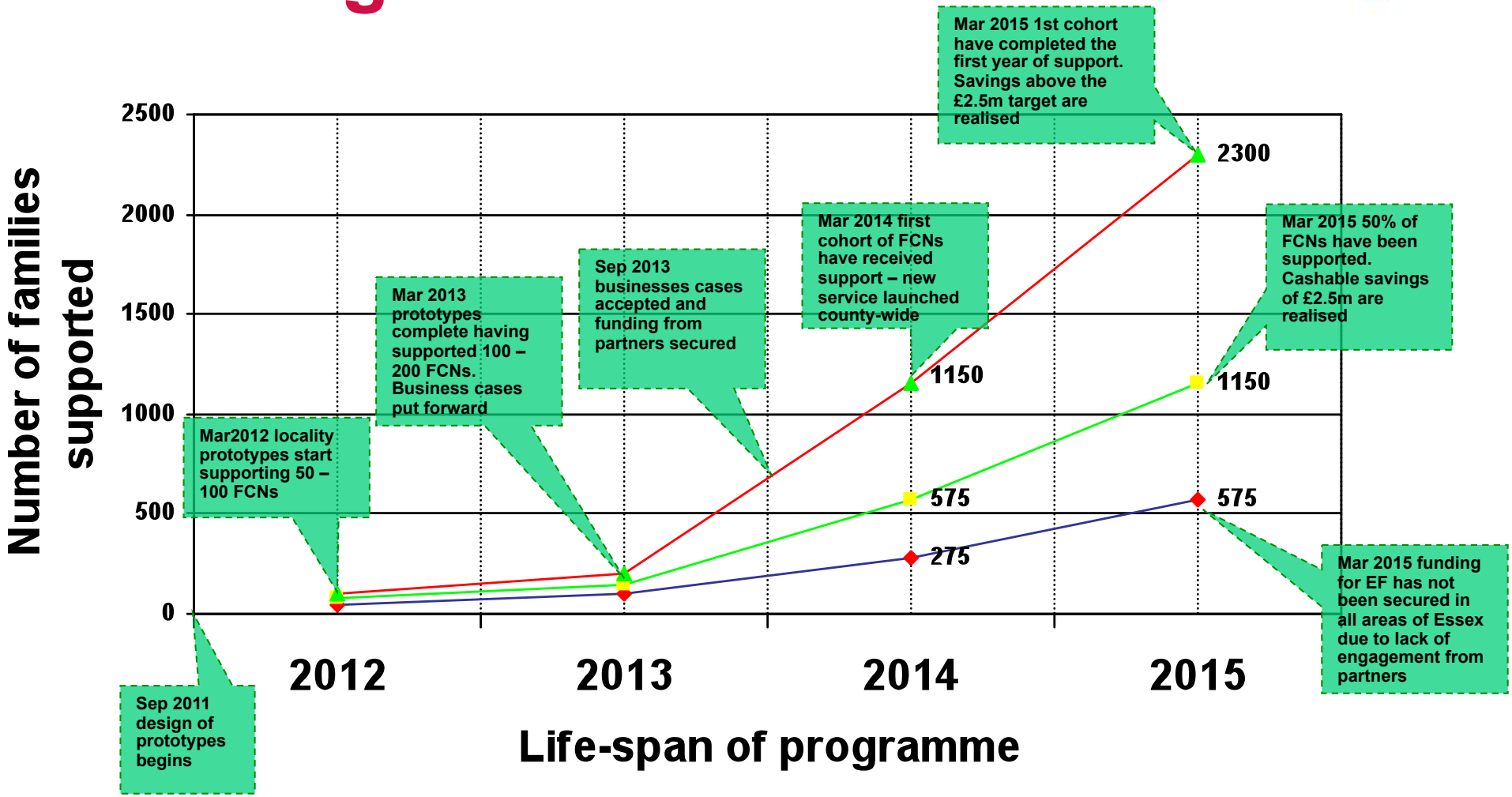

The minimum target

The realistic target

The main target

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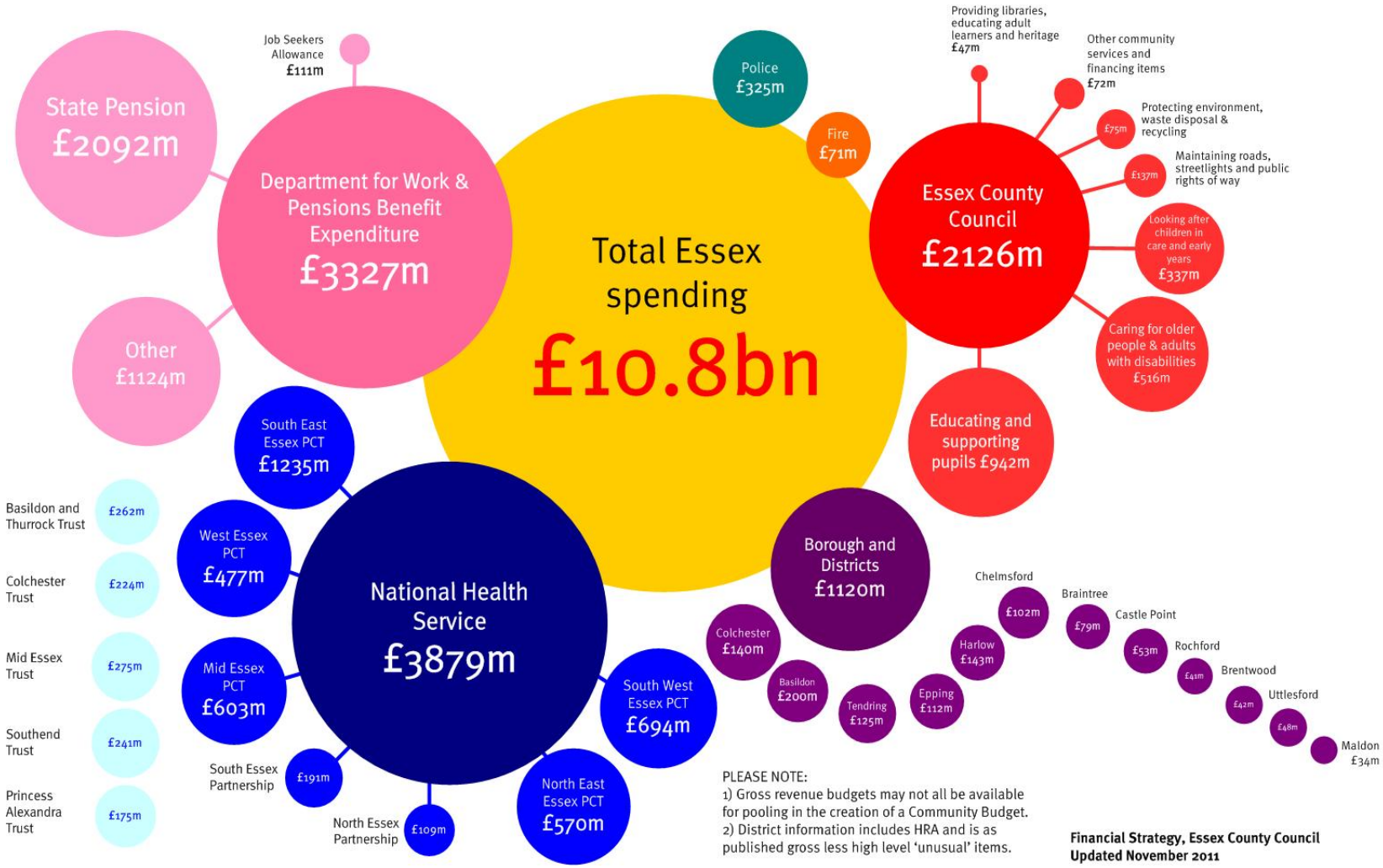
Scale

Our proposal



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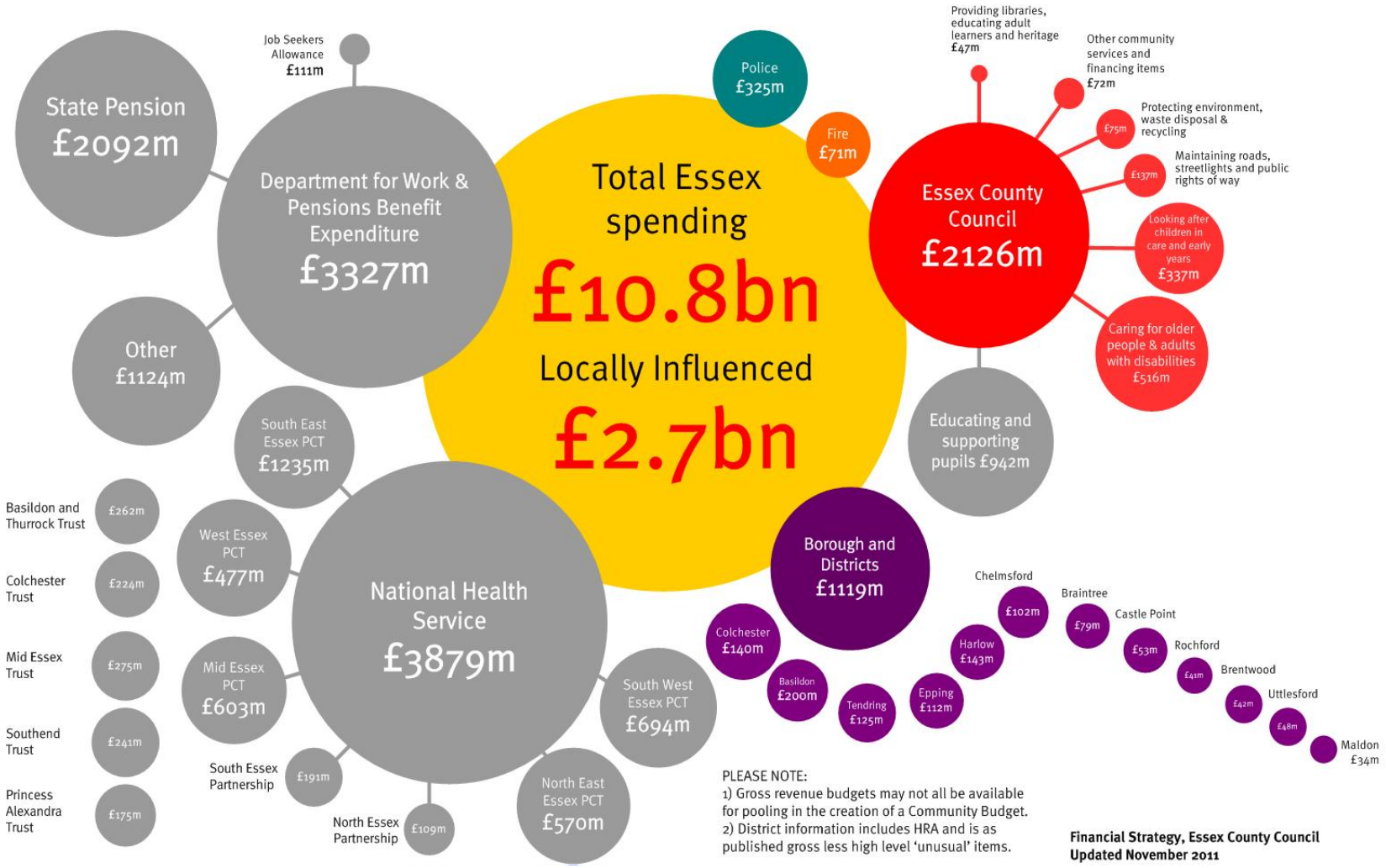
Scale without Whitehall

Our proposal



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CB Prospectus

Budgets
pilots
public
Community
Government
local
areas
Budget
together
interest
community
partners
service
pilot
work
services
neighbourhood
working
area
people
support
develop
proposals
resources
criteria
outcomes
need
approach
Whitehall
Prospectus
learning
expressions
communities
neighbourhood-level
evidence
better
deliver
set
Areas
two
Local
providers
redesign
might
take
also
joint
wants
new
developed
developing
understand
budgets
residents
integrated
provide
funding
team
November
Neighbourhood-level
delivery
different
comprising
partnership
one
national
important
approaches
effective
co-design
information
budget
whole-place
plan
part
plans
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policy
across
agree

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Essex Expression of Interest

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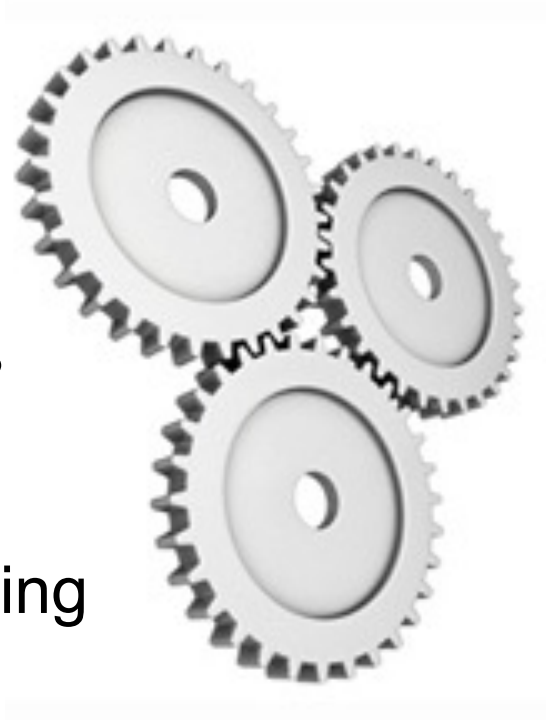
Our proposal

Ambition

We will develop:

- an **integrated** set of outcomes for all
- an **integrated** resource planning process
- an **integrated** decision making structure
- an **integrated** framework for commissioning



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Appetite - WECB

Basildon and Thurrock University Hospital Basildon Borough Council Braintree District Council Brentwood Borough Council Castle Point Association of Voluntary Services Castle Point Borough Council Chelmsford Borough Council Chelmsford Council for Voluntary Service Clinical Commissioning Group – Brentwood Clinical Commissioning Groups North East Colchester Borough Council Colchester Community Voluntary Services Colchester Institute Environment Agency Epping Forest District Council Essex County Council Essex Fire and Rescue Service Essex Police Essex Probation Trust Harlow District Council Haven Gateway Partnership Heart of Essex Businesses Highways Agency Homes and Communities Agency Ingeous Job Centre Plus Mid Essex PCT North East Essex PCT North Essex PCT Cluster Prospects College Rainbow Services (Harlow) Reed in Partnership Rochford District Council Seetec South East Essex PCT South Essex Partnership University NHS Foundation Trust (SEPT) North Essex PCT Cluster South West Essex PCT Southend Association of Voluntary Services Southend University Hospital NHS Foundation Trust Southend-on-Sea Borough Council Tendring District Council Tendring Locality Board Thames Gateway South Essex Partnership Thurrock Council Thurrock Council for Voluntary Service Uttlesford District Council West Essex Businesses West Essex PCT

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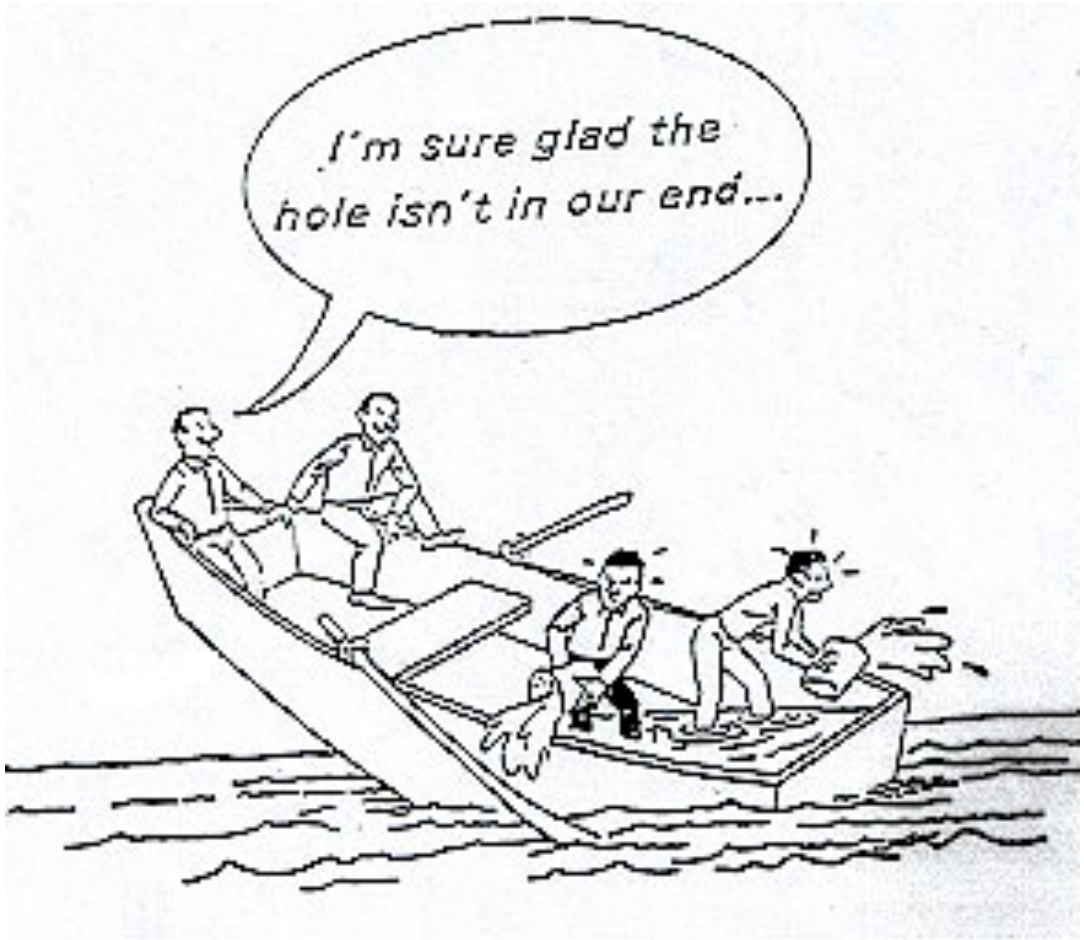
Seeing the bigger picture



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“In these austere times, it’s our responsibility to to lead with hope.”

Jim Barker-McCardle, Essex Chief Constable

6th December 2011