



*Changing Lives
Reducing Crime*



Department for
Work and Pensions



**Kent
Police**



The Sherwood Pilot

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Partnerships

Format

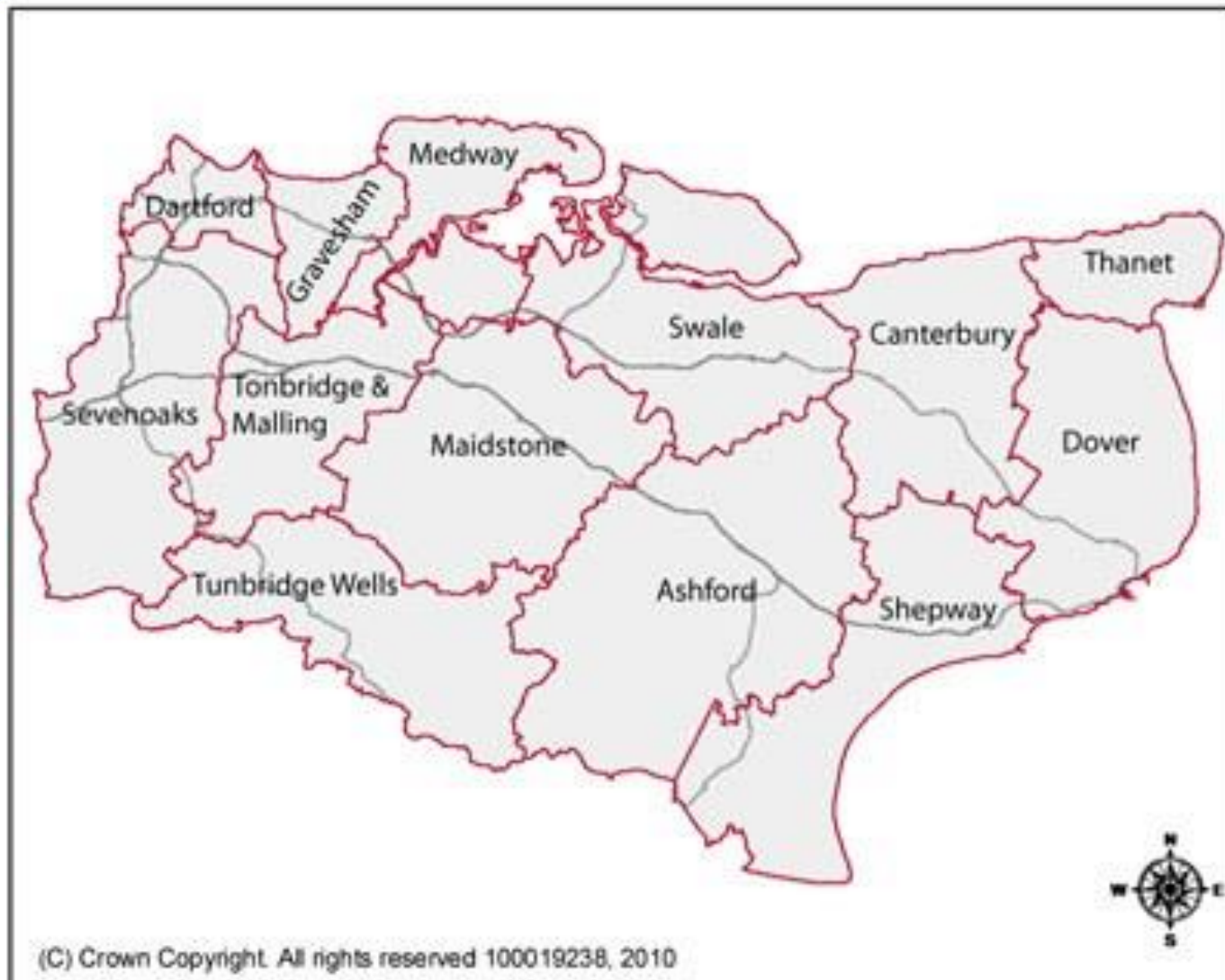


- Developing a Neighbourhood Community Budget in a two tier area
- Involving residents in redesigning services
- Building the case for how to reduce costs and improve outcomes

Delivering in a Two-Tier Context



- Kent – largest County in the Country
- Kent's population (excluding Medway) is currently estimated to be 1,466,500 people
- The annual public expenditure in Kent is £8.25 billion. It also holds over £5 billion of capital assets’.
- Police /Health/Probation and Local Authority boundaries are not all coterminous
- Population is diverse with some of the most affluent and most deprived areas in the Country



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Structures in Transition



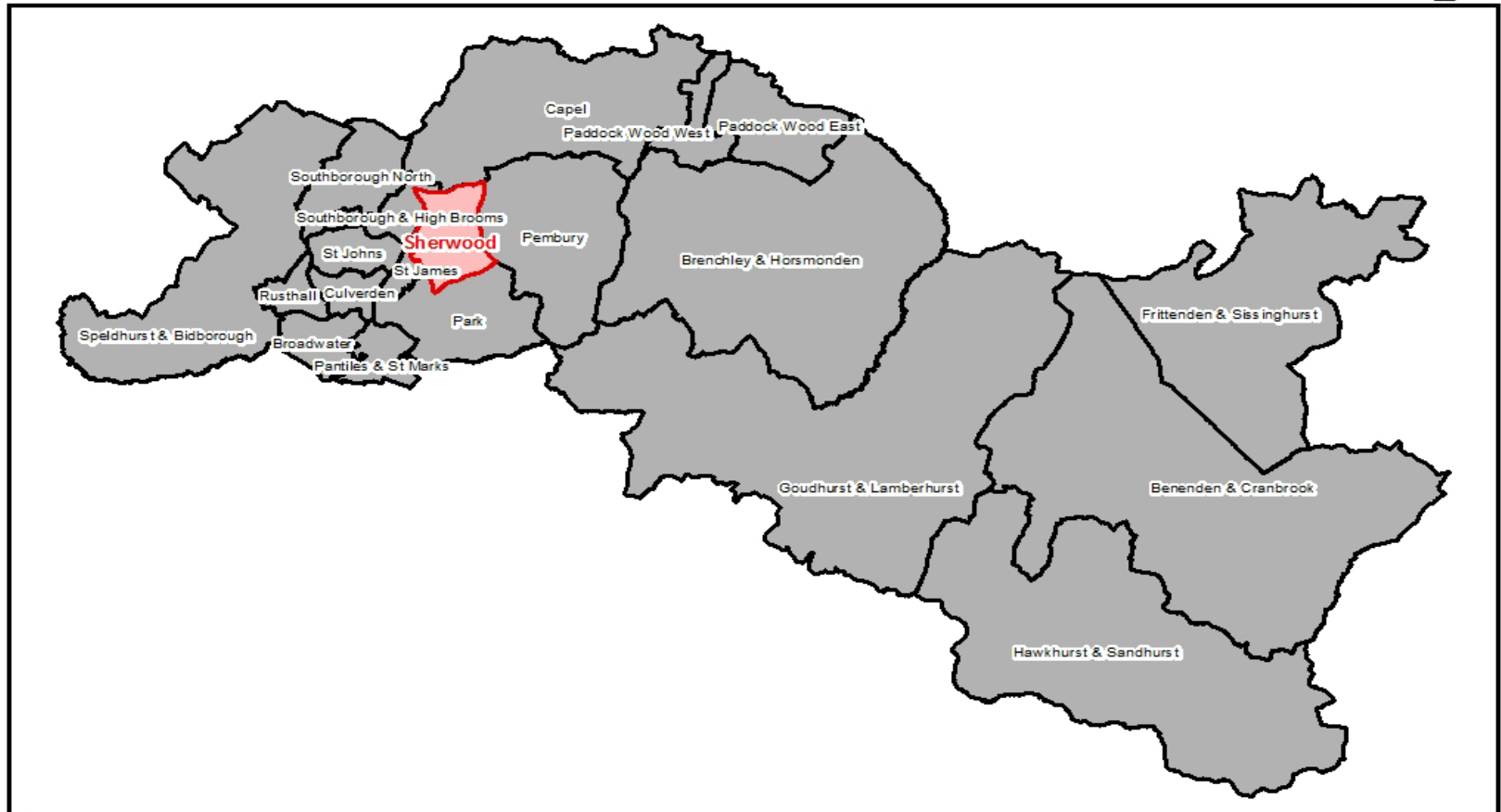
- Clinical Commissioning Groups across the County and HWB Board
- Police and Crime Commissioner
- Probation – PbR drive
- Voluntary Sector- repositioning and capacity
- RSL's – impact of welfare reform
- JCP – Move to Universal Credits

Other Significant Programmes

- Troubled Families
- Integration of Youth Service
- Early Intervention Services Review

The location of Sherwood

TUNBRIDGE WELLS BOROUGH - SHERWOOD WARD



Scale 1:140,000

Our Local Context



- Strong Leadership from Public Service Board
- £34m regeneration scheme underway
- Experience of working jointly in Sherwood for over 10 years
- Established community assets and engagement
- We were committed to accelerating change in our community AND making it sustainable

Residents Led Approach

- 'As Is' – Establishing what happens now by using social ethnographers
- Understanding the end user experience and using that as the core to our service redesign
- Not allowing our organisational and professional judgement to direct the pilot

Key messages from the insight work



- Visible minority and an invisible majority
- Public agencies are not helping:
 - Focus on part of the family, not the whole
 - Insufficient coordination e.g. a number of programmes to support people into work
 - Intervene too late, when there is a crisis and therefore more costly and less likely to succeed
 - Multiple assessments and action plans
 - Scope for perverse incentives

Perverse incentives

The behaviours of 'high cost' families and the structure of public services seem to be inherently interlinked



The worse the problem is, the more that will get done about it



I can't work, I have too much to do in the daytimes



If in doubt, call the MP or The Courier



A case study

Mother

Presenting Problem	Agency
<ul style="list-style-type: none"> Single Mum, 3 children and pregnant. 4 different absentee Fathers 	
<ul style="list-style-type: none"> 'Child in need' case because of neglect (referred by school) 	KCC Children and Families
<ul style="list-style-type: none"> Out of work / No skills 	Job Centre Plus
<ul style="list-style-type: none"> Rent arrears 	Town and Country Housing
<ul style="list-style-type: none"> ASB complaints from neighbours regarding children and dog 	Community Safety Unit / Town and Country Housing
<ul style="list-style-type: none"> History of domestic abuse 	Police / GP referred Mother for DA counselling but Mother did not attend
<ul style="list-style-type: none"> Family dysfunction 	FIF referred to Family mediation (WK Mediation) paid for by TCHG. Mother placed on parenting course (Parenting Support Advisers) paid for by TCHG, but did not attend



Child A (Age 13)

Presenting Problem	Agency
<ul style="list-style-type: none"> Child in need 	KCC C&F
<ul style="list-style-type: none"> Poor school attendance 	Secondary School
<ul style="list-style-type: none"> Possible ADHD / Anger Management 	Under observation by School



Child B (Age 9)

Presenting Problem	Agency
<ul style="list-style-type: none"> Child in need 	KCC C&F
<ul style="list-style-type: none"> Poor school attendance 	Primary School
<ul style="list-style-type: none"> Poor relationship with siblings 	KCC Family Liaison Officer



Child C (Age 7)

Presenting Problem	Agency
<ul style="list-style-type: none"> Child in need 	KCC C&F
<ul style="list-style-type: none"> Poor school attendance 	Primary School



Child D (New Born)

Presenting Problem	Agency
<ul style="list-style-type: none"> Child in need 	KCC C&F Children Centre (Stay and Play Group)
<ul style="list-style-type: none"> New born baby 	Health Visitor



Building the Case for Change

Resource Mapping



Four biggest budget holders:

- Kent County Council £9.55m
- Tunbridge Wells Borough Council £7.8m
- National Health Service £5.32m (NB. PCT and Community Health Trust costs still to be added)
- Job Centre Plus £5.7m

A total of over £13m spent on out of work benefits (including housing benefit and Council tax benefit).? Tax. This could be a source of cashable savings BUT how would these be re-invested back

Costs and Benefits



Big Ticket Issues:

- No of children on Child Protection register due to safeguarding issues
- No of ASB incidents
- % of WAP on ESA due to underlying mental health conditions
- % of WAP on JSA
- % of 16-18 yrs NEETS
- No of evictions
- Hospital admissions relating to drug abuse

Non Financial Benefits



- Sustainable improvements that will address the stubborn and inter-generational societal challenges
- Enhanced family resilience
- Improved economic engagement
- Stronger, safer and healthier communities
- Improved quality of life
- Happier citizens that fulfil their aspirations

Evaluation

- Simple evaluation model that combines the two drivers into a single score:
 - Prediction of life outcomes
 - Cost of existing interventions
- University of Canterbury Christ Church to undertake 2 year longitudinal study

Making it Happen



- Detailed discussions with partners about current spend and outcomes
- Challenging current commissioning
- Front line multi –agency redesign team
- Securing buy in from local stakeholders – GPs and voluntary sector to act as a bridge and referral point
- Strong Governance



Identify, Assess & Respond to Need



Strong, effective, integrated teams



Maximising resources, reducing duplication



Resilience, Aspiration, Sustainability



Supporting the New Service

- One performance framework
- Workforce development programme
- Independent scrutiny of the new service
- Joint commitment from all partners about resources and openness about learning from this work
- Member buy in at all levels

Challenges Ahead

- Facilitate ways for cashable savings from one agency to be reinvested in services that prevent crises
- Pooling budgets and letting the community take on even control
- DCLG recognising this is just the start and not the end

Summary

- Be challenging of 'As Is'
- Build strong partnership links with champions across agencies
- Be robust in your evidence
- Be bold in your 'To Be' design
- Evaluate and continue to build the case
- Don't take NO for an answer!

The Road Ahead

**strategic
planning and
collaboration**

**user-led
change
and choice**

**sponsored
disruptive
innovation**

