



EXECUTIVE SUMMARY

In Cheshire and Warrington we have a track record in transforming our public services either as individual partner organisations or working collaboratively across one or more partners. We are also successful in attracting external funding to help us to improve public service in Cheshire and Warrington. Our Public Service Reform Strategy and Action Plan aims to bring together key transformation activity under a single Public Service Reform Strategy.

OVERARCHING THEME – HEALTH AND WELLBEING.**Mental Health in Cheshire and Warrington**

There is increased focus on and commitment to addressing the challenges around mental health services nationally and locally in the sub-region. We will build on the success of our Street Triage initiative and our Mental Health Concordat by reviewing and refocussing strategic approach to mental health service.

Learning Disabilities in Cheshire and Warrington

Winterbourne View and other subsequent National reports provided renewed focus on the care and support for people with learning disabilities and autism. We will continue to work collaboratively with our partners through our Transforming Care Partnership across Cheshire and Merseyside.

Health and Social Care in Cheshire and Warrington.

The health and social care system in Cheshire and Warrington faces greater demands from the increases in the number older, more frail and vulnerable people, health inequalities in some areas and a reducing resources base. We will continue to implement our transformation programmes and will promote the importance of leadership across the health and social care system and engagement with partners and communities as a key to successful, sustainable transformation.

OVERARCHING THEME – COMPLEX DEPENDENCY**Complex Worklessness and in-work progression**

Our focus under this theme will be on those people who are furthest away from the job market and helping those who are in low income work to progress into higher income roles. We will, therefore, develop an integrated approach to tackle complex worklessness, linked to our complex dependency model, and will develop a range of services to support low income groups.

Tackling Domestic Abuse

In 2015/16 there were 6,390 incidents of domestic abuse reported to Cheshire Police with almost 20% of which were repeat incidences. In response, through our new Domestic Abuse Strategy Board, we will refresh our Domestic Abuse Strategy and approach to tackling this abuse.

Reducing Re-offending in Cheshire and Warrington

Reducing re-offending is a key priority for many partners across the sub-region and one which can improve outcomes for individuals and communities. There is an appetite among partners to move toward a pan-Cheshire approach underpinned by shared principles and

local determination along the lines of our successful approach to tackling complex dependency. We will map and review existing arrangements and will pilot the approach on a small cohort of offenders.

OVERARCHING THEME – THE ENABLERS

Leadership in Public Services

Collaborative Leadership is a key to transformational change in Public Services. We aim to build our leadership capacity further by developing a Collaborative Leadership Framework which will equip our leaders with the right leadership skills to deliver future public services.

Digital Public Services

The effectiveness of public services increasingly depends on ICT and digital infrastructure, and access and skills of communities and business are crucial to economic growth in the sub-region. Our Strategy will be to develop common principles, share knowledge and expertise between partners and promote the economic benefits of a digitally skilled workforce and population

One Public Estate

We estimate that public sector partners in Cheshire and Warrington own more than 4,000 assets worth more than £2b and costing £100m to run. We aim to have a more collective strategic approach that will act as a catalyst for mayor service transformation and unlocking land for new homes and economic growth.

Other Sections

Emergency Services Collaboration

Our Police and Fire and Rescue Services are undertaking a ground breaking local collaboration programme to protect front line emergency services in Cheshire, the scope and ambition of which can be replicated elsewhere to unlock opportunities for other Police Forces and Fire Services in the UK

Investing in Public Service Reform

Cheshire and Warrington has a track record in attracting funding into the sub-region to transform our public services and we will continue to explore new funding streams and ways of using existing resources to support transformation.

Outcomes

The broad scope of the Strategy means that there are a number of aspirational outcomes for a range of people with varying levels of need across Cheshire and Warrington. The aim of the Strategy is to improve the outcomes, directly or indirectly, for people in Cheshire and Warrington

Benefit Realisation

We will develop a Benefit Realisation Framework which will help to measure the impact of the Strategy and our new models and ways of working.

INTRODUCTION

We want to reform public services in Cheshire and Warrington so that we are better able to support those people in greatest need to become less reliant on public services and to help them improve their own outcomes and to have a greater share in the growth and prosperity of the sub-region.

Our focus will be on those people with the most complex needs, in particular, people who are furthest away from the job market and in low-income employment, people who are affected by domestic abuse and those who may be at risk of re-entering the Criminal Justice system.

Public Service Reform is one of the twin overarching strategic priorities of the high-level Sub-regional Strategy, the other is economic growth.

The Cheshire and Warrington Local Enterprise Partnership is currently reviewing their Strategic Economic Plan for the sub-region and there are a number of cross cutting links with the PSR Strategy particularly around employment, digital skills and public assets which will be joined up as the Strategies evolve. These areas also feature prominently in our on-going discussions with Government on our growth deal which will also develop over time. Also, there is an expectation by our Public Service Leaders that regardless of a deal, we would wish to proceed with our Public Service Reforms.

VISION

The overarching vision of the Cheshire and Warrington Sub-regional Strategy is;

A Strategy for Building on success – Cheshire and Warrington the most diverse, forward looking, high performing economy in the UK, where the modern and the traditional come together to create the best place to live, invest, work and visit.

Within the context of the Sub-regional Strategy, the vision of the Public Service Reform Strategy is;

To help people to be less reliant on public services and help them improve their outcomes by transforming the way services are provided for them.

AIMS

The Public Service Reform Strategy aims to;

- Capture the existing on-going work in the sub-region relating to the health and wellbeing of some of our most vulnerable people, particularly those with mental health and learning disability needs, and also the systems leadership and engagement needed to transform and sustain health and social care services going forward.
- Describe the transformation of key priority services for people with complex needs relating to health and employment, domestic abuse and re-offending.
- Outline the key enablers which will help to create the right conditions to reform public services across the sub-region.

OBJECTIVES

The objectives of the Strategy are to;

- To link key areas of on-going work on mental health, learning disabilities and health and social care across Cheshire and Warrington
- To improve the employment prospects of people with long-term health and other needs by supporting them towards gaining employment and to have more people in low-income employment to progress toward higher incomes..
- To have fewer people who are affected by domestic abuse in Cheshire and Warrington.
- To have fewer people re-offending and re-entering the Criminal Justice system
- To make better use of public assets in Cheshire and Warrington to improve services and reduce the cost of maintaining assets, and re-investment of capital receipts in the Sub-region.
- To improve services through better digital design and access by sharing best practice, knowledge and experience, and adoption common standards across public services.
- To have strong collaborative leadership in public services in Cheshire and Warrington.

OVERARCHING THEME – HEALTH AND WELLBEING.

MENTAL HEALTH IN CHESHIRE AND WARRINGTON.

There has been an increasing focus on and commitment towards tackling mental health in recent years with, in particular, the NHS Five Year Forward View seeing mental health on a par with physical health and initiatives like the crisis care Concordat

Mental health problems represent the largest single cost of disability in the UK. The cost to the economy is estimated at £105 billion a year – roughly the cost of the entire NHS and it is clear that the costs to the Cheshire and Warrington economy are considerable. The facts support the need for greater focus on mental health in the sub-region:

- Half of all mental health problems have been established by the age of 14, rising to 75% by age 24.
- One in ten children aged between 5 and 16 has a diagnosable problem, such as conduct disorder (6%), anxiety disorder (3%) and depression (2%). Children from low income families have the highest risk.
- One in five mothers suffers from depression, anxiety or psychosis.
- Physical and mental health is closely linked. People with severe and prolonged mental illness are at risk of dying 15 to 20 years earlier than other people.
- People with long term physical illness suffer more complications if they also develop mental health problems, increasing cost by 45%.
- Stable employment and housing are both factors in contributing to someone being able to maintain good mental health.
- Half of veterans of the armed forces experience mental health problems.
- One in five older people have mental health issues and 40% of older people living in care homes are affected by depression.
- People in marginalised groups are at risk from poorer mental health.
- Nine out of ten people in prison have a mental health, drug or alcohol problem.
- Suicide is rising.

Our local response to addressing the challenges presented by increased prevalence in the need and demand for mental health services has been on a number of fronts. Our Pioneer mental health commissioning review Team has undertaken a joint strategic need assessment and comprehensive review of commissioning arrangements for mental health including dementia across Cheshire East and West. Warrington and Halton CCG areas also took contributed to a review of mental health services across the 5 Boroughs Partnership. The Cheshire and Merseyside Suicide Prevention Strategy will be key to addressing the rise in suicides in the sub-region.

A further example is our successful street triage initiative was developed to address a significant increase in mental health related incidents involving Cheshire Police between 2011 and 2014. The use of Section 136 of the Mental Health Act 2007 was increasingly being used by Police Officers to safeguard vulnerable individuals by taking them to a place of safety when individuals with a mental health illness are in a public place and are in need of care.

Street triage was established to reduce the use of Section 136 and to deliver a cultural change across organisations, providing a more appropriate response, which would produce improved outcomes for people. It is a joint project between Cheshire Constabulary, CWP (in Cheshire East and West) and 5 Boroughs Partnership (in Warrington and Halton). The model includes a dedicated patrol vehicle with a Police Officer and a Mental Health Nurse working together responding to incidents as they arise, providing a rapid response with access to both health and criminal justice records.

An evaluation of the Warrington and Halton model of street triage (Operation Emblem) in August 2015 showed a 42% reduction in the use of S136 since 2014, 100% reduction in the final six-months of the evaluation, and producing an estimated time saving of over 500 hours in Police time dealing with incidents.

To consolidate and strengthen our approach to mental health we will review of the terms of reference and role of the Sub Regional mental health groups is necessary, for example, reviewing the remit of the Pan Cheshire Crisis Care Concordat Board (which was previously the Pan Cheshire Mental Health Strategic Group and had a broader remit around the entirety of mental health provision). There may be scope for the Crisis Care Board to revert to its broader role, now that Crisis Care is embedded, and have as its primary aim the facilitation and support of transformation, collaboration and joint working approaches.

A new Sub Regional mental health strategic group will develop a series of ongoing or task and finish work streams which could include, for example:

- Crisis care (delivering the Crisis Care Concordat Action Plan)
- Physical and mental health integration
- Contracting/ incentives/efficiencies
- Mental health's role in STPs and new care models

LEARNING DISABILITIES

The Winterbourne View Review provided renewed focus on reforming services for people with Learning Disabilities. The focus was on improving the health and outcomes of people with learning disabilities and autism, and transforming services to improve the quality of care throughout peoples' lives.

Our local response to subsequent national policies and plans has been through the single Transforming Care Partnership for learning disabilities across Cheshire and Merseyside and its sub-regional delivery hubs for Cheshire and Wirral, and Mid-Mersey.

Our draft Cheshire and Merseyside Transforming Care Plans are being developed for our two delivery hubs covering our sub-region for the period of 2016 to 2019. The activity included in the Plans will cover;

- access to mainstream services
- positive Behavioural Support Framework
- review of Community Learning Disability Teams including intensive support, forensic and criminal justice services
- short breaks and respite
- inpatient/outreach and extra care facilities
- children and transition
- autism strategy
- personal budgets

The Plans will also complement and build upon existing collaboration around learning disabilities under the Pioneer Programme. The delivery principles which will underpin the plans will focus on building on and further developing the following areas.

- CCG/LA collaborative commissioning arrangements
- current clinical pathway service delivery
- joint purchasing arrangements between CCGs
- joint CCG/LA arrangements, including governance for joint decision-making
- excellent CCG/Provider working relationships
- provider financial viability and clinical sustainability

We will continue to contribute to the multi-agency response to support improving outcomes for people with Learning Disabilities.

HEALTH AND SOCIAL CARE IN CHESHIRE AND WARRINGTON.

The health and care system across Cheshire and Warrington faces increasing demands emerging from the increases in older, more frail and vulnerable people, health inequalities and disadvantage between many of our areas and a reducing resource base. We recognise that these pressures can no longer be tackled by short term or single issue fixes and instead require a fundamental change in the way we do things, moving from traditional dependency based models of health and care to ones where community and individual resilience are the platforms for self-managed and community based services.

A shared understanding of need and a strong partnership and collaborative platform makes the sub-region well placed to drive the reform agenda. This has been recognised through our successful selection in National programmes like the Integrated Health and Care Pioneer Programme for Cheshire and the Transformation Challenge Award funding for our Complex Dependency Programme.

This new approach enables transformation and sustainability - transforming the system to ensure that new models are sustainable whilst being capable of adapting to changing circumstances. The immediate challenge is to sustain the existing system whilst putting in place the structures to support transformation and usher in the new model service. Doing this on a wider footprint brings benefits in terms of effective use of resources, economies of scale and pooled thinking and good practice but also the challenges of securing consensus on priorities and maintaining a proper balance between generating change and managing services.

We are working across the sub-region on a variety of different programmes in collaboration with local and sub-regional partnerships. We have local partnership arrangements in place to deliver core programmes with commonly agreed priorities for improving outcomes, focussing, for example, on older people via the Better Care Fund, learning disabilities/autism through the Transforming Care Programme and complex needs via the sub-regional complex dependency programme.

We also work jointly in public health and especially tackling wider inequalities enables learning and joint strategies to both improve the underlying determinants of health and wellbeing and underpin more specific health and social care programmes.

We have significant work underway in the sub-region to progress transformation programmes in each Clinical Commissioning Group area with significant involvement of Adult Social Care and Public Health. Within Cheshire there are three transformation programmes, 'The West Cheshire Way' (West Cheshire CCG – also an NHS Vanguard), 'Connecting Care' (Vale Royal and South Cheshire CCGs) and 'Caring Together' (Eastern Cheshire CCG). In addition to these Programmes our partners in the Wirral have their 'Healthy Wirral' Programme which also has Vanguard status. There is also a transformation programme within Warrington.

Our Partners are reviewing the existing transformation programmes in relation to the outcomes and requirements of the NHS England's Sustainability and Transformation Plan will be an important and there will be opportunities to increase the scale and pace of change by working across the new Local Delivery System geographies under the wider footprint of Cheshire and Merseyside. We feel that the effective engagement of local authority partners and the public, with this NHS led transformation agenda will be important going forward..

There is no doubting the scale of the challenge facing health and care across the Cheshire and Merseyside STP footprint with a projected system deficit of at least £1billion if nothing changes by 2020 – 2021.

We recognise that strong systems leadership will be essential to deliver the necessary change to achieve a sustainable and transformed health and care system. We feel that our Local Authority partners, in particular, are well placed to help deliver this with NHS partners. Our proposals to join up systems leaders across the sub-region is a starting point to begin the necessary conversations that will help to strengthen systems leadership in health and social care across the Sub-region.

OVERARCHING THEME 2 – COMPLEX DEPENDENCY

COMPLEX WORKLESSNESS AND IN-WORK PROGRESSION

Cheshire and Warrington have seen significant reductions in unemployment and performs particularly well compared to other areas across the North West. For example, the numbers of those claiming Job Seeker Allowance/Universal Credit in the LEP area from has fallen significantly in the last three-years.

This positive employment picture has been supported by a relatively strong economy and a good mainstream offer from Job Centre Plus, skills providers and employability services. There is also unprecedented national welfare reform, not least the introduction of universal credit, which will transform the landscape. There are, however, significant numbers of working age people in the sub-region who claim a range of out-of-work benefits, details of which are below.

Working-age client group - main benefit claimants (February 2016)				
	Cheshire and Warrington (numbers)	Cheshire and Warrington (%)	North West (%)	Great Britain (%)
Total claimants	53,910	9.5	14.0	11.8
By statistical group				
Job seekers	4,210	0.7	1.3	1.5
ESA and incapacity benefits	29,560	5.2	7.9	6.2
Lone parents	4,080	0.7	1.1	1.1
Carers	8,600	1.5	2.0	1.6
thers on income related benefits	970	0.2	0.3	0.2
Disabled	5,390	1.0	1.1	1.0
Bereaved	1,100	0.2	0.2	0.2
Main out-of-work benefits†	38,820	6.9	10.6	9.0
Source: DWP benefit claimants - working age client group				
† Main out-of-work benefits includes the groups: job seekers, ESA and incapacity benefits, lone parents and others on income related benefits. See the Definitions and Explanations below for details				
Notes: % is a proportion of resident population of area aged 16-64				
Figures in this table do not yet include claimants of Universal Credit				

With this in mind, our focus on further reform relating to worklessness and in-work progression will be in two areas;

Complex Worklessness:

There are a number of reasons why people are considered to be 'economically inactive' and could be due to ill-health or through choice or other complex reason; this is best illustrated in the table below.

Economic inactivity (Jul 2015-Jun 2016)				
	Cheshire and Warrington (level)	Cheshire and Warrington (%)	North West (%)	Great Britain (%)
All people				
Total	122,400	21.7	24.2	22.1
Student	25,600	20.9	24.0	26.1
looking after family/home	31,700	25.9	22.9	24.7
temporary sick	#	#	2.9	2.3
long-term sick	25,800	21.0	26.8	22.5
discouraged	!	!	0.3	0.4
retired	23,000	18.8	13.6	13.6
other	13,800	11.3	9.6	10.5
wants a job	22,600	18.5	24.2	24.5
does not want a job	99,800	81.5	75.8	75.5
Source: ONS annual population survey				
# Sample size too small for reliable estimate (see definitions)				
! Estimate is not available since sample size is disclosive (see definitions)				
Notes: numbers are for those aged 16-64.				
% is a proportion of those economically inactive, except total, which is a proportion of those aged 16-64				

Those people furthest away from the labour market often require an integrated and intensive package of support to move towards sustainable employment, and have additional challenges around mental health, physical health, housing, debt, addiction, basic skills, and complex family circumstances. Even in time of relative prosperity these people will not move into employments.

Overall it is estimated that around 5000 working-age individuals with these characteristics live in Cheshire and Warrington. Addressing this challenge is essential to improving the quality of life for residents but also is part of a wider strategy to reduce demand on public services and to increase productivity.

We believe that the solution to help people into work is not a National one but one which is designed locally and is flexible and best able to meet local circumstances. This is borne out in experience from local pilots and elsewhere which confirms that a narrow focus on work and skills is insufficient and that an integrated approach which incorporates key services such as health, housing, debt advice, and wider people services is essential for the most complex cohorts.

There is also a high level of crossover with the complex dependency cohort and the service infrastructure created by that programme will dovetail into any sub regional approach.

To help people into employment we will develop an integrated model for complex worklessness which fully links into the complex dependency model. This will involve:

- Deploying a single diagnostic and assessment tool used across all agencies to identify and support individuals and families with complex needs;
- A single front door to ensure agencies carry out common assessment of complex individuals and families;
- Co-location of key agencies to ensure support is citizen focused rather than organisation focused;
- Key workers that provide persistent and intensive support and provide advocacy for the service user;

- Access to specialist interventions to tackle issues such as mental health / IAPT, housing etc beyond a narrow worklessness offer;
- Common pathways agreed across key agencies to ensure joint working;
- Integrated insight to inform future interventions and policies;
- In work support for the most complex;
- Strong links to employers and skills offer
- Clear information sharing protocols to support joint working

From April 2016, the Department of Work and Pensions have been working on a Cheshire and Warrington footprint and we will be working closely with them in developing our new approaches and on the Government's new Work and Health Programme.

People In-work with low incomes

As more people are supported back into work, a remaining issue is how to support the progression of working people into higher income roles. While resident earnings are above the national average, workplace earnings for Cheshire and Warrington are below the national average. In terms of trends, workplace earnings increased by around 10% over the last five years in Warrington but this was only around 3% across Cheshire East and Cheshire West against a national average of 6%.

Clearly, lower paid employment is even more intense in deprived areas across the sub-region.

This situation continues to put pressure on in-work benefits and acts as a break on overall economic performance. Unless individuals move into higher paid roles, it also limits the number of entry level jobs for unemployed residents.

The recently announced national living wage will have an impact on income but a long term solution to this situation requires dedicated support and advice to progress in the workplace. This may involve careers advice, increasing skills, tackling barriers around confidence or childcare. It also requires strong employer engagement.

This issue will become increasingly important as universal credit merges the support offer between in work benefits and out of work benefits. Experience from elsewhere has shown that an integrated support offer does have an impact in supporting individuals into taking on more hours or being promoted in higher skilled and better paid roles.

We will help people in low income employment to progress with an integrated package of support which will include;

- A digital offer for the majority of residents with support and advice pulled together in one place.
- A key worker for groups with more complex needs who is responsible for pulling together a package of support for the individuals and the employer to advance in work progression
- A shared claimant commitment which pulls together in work commitments for universal credit, council tax reduction scheme and other in-work benefits
- A strategic approach to employer engagement which makes the case for investing in skills and supporting in-work progression
- A mentoring programme to encourage local residents to build their skills and capabilities
- A joined-up approach to co-location of JCP and local services across the sub region linking closely to the one public estate programme

Work and Health

Work is a key determinant of health. Employment helps to connect people to society but poor health, chronic diseases and lifestyle factors reduce the chances of gaining or maintaining a job and are associated with being out of work. There are many connections between work and health - work can promote good physical and mental health, work can have adverse effects on health, poor health can reduce the chances of gaining or maintaining a job, and being out of work can damage health. Being out of work is associated with an increased risk of poor health across all socio-economic groups. According to evidence collated by Public Health England this includes higher risks of limiting illness, cardiovascular disease, poor mental health, suicide and health damaging behaviours such as smoking

Our integrated approaches to support people into employment and our support for people in low-income work will, therefore, also help to improve the health outcomes of people. Our work with the Department of Work and Pensions on the new Work and Health Programme will also have a positive impact on the long term health and wellbeing of people.

RE-OFFENDING IN CHESHIRE AND WARRINGTON

Community Safety Partnerships, the Police and Probation Services are all key stakeholders in reducing re-offending in Cheshire and Warrington. A key element of the approach to reducing re-offending is through 'Navigate' a pan-Cheshire project which is an Integrated Offender Management scheme to tackle the most prolific and priority offenders within our communities.

A review of the Navigate is currently underway to ensure that comparisons can be made between the four Council areas and that staff within the various teams have the skills, knowledge and the motivation to empower our service users, enable them to take ownership for their behaviour and to access relevant support so that they can develop the skills they need to make significant changes to their lifestyle.

Beyond Navigate, it is acknowledged that the understanding of all other integrated offender management approaches across Cheshire and Warrington is limited among stakeholders. Therefore, work will be undertaken to identify what approaches are being taken in relation to the management of the various offence types:

- Sexual offending
- Acquisitive crime
- Domestic abuse
- Other violent offending

The mapping of need and the subsequent levels of service delivery will reveal the extent of our partners combined involvement, the cost attached and the opportunities to avoid duplication; thereby reducing cost, pooling resources and targeting specific early interventions and crisis care when and where it matters most. This will enable a truly holistic approach to reducing re-offending and in doing so tackle other priority work at the same time; prevention playing a key part to reduce re-offending long term both with those currently in the Criminal Justice System and those on the cusp.

We also acknowledge that at present there is a lot of duplication by various services to reduce re-offending either through direct action and targeting, or through the delivery of interventions by other services to address the needs of those individuals in our community who contribute to our re-offending rates.

There is also duplication in terms of the re-offending cohort insofar it is often the same people accessing the same or similar services provided through other programmes or initiatives like our complex dependency programme so we will make arrangements to join up such initiatives to ensure they complement each other and to avoid duplication.

There is an appetite among stakeholders to move toward a multi-agency, pan-Cheshire approach to reducing re-offending that is underpinned by shared principles including one of local determination; a model along the lines of our successful approach to complex dependency.

To do this we will;

- Move toward a pan-Cheshire model to reduce re-offending and develop shared principles including local determination;
- Commission work to understand (map) other existing IOM arrangements in other category types in Cheshire and feasibility of a pan-Cheshire Model

- Pilot or phased approach to applying complex dependency triage and 360 assessment for violent offenders and a cohort within Navigate
- Complete the Navigate review an outcome of which is to provide enhanced and meaningful performance data that demonstrates effectiveness and that drives future commissioning

DOMESTIC ABUSE IN CHESHIRE AND WARRINGTON.

In Cheshire there are around 50,000 victims of reported crime per year. In 2015/16 a total of 6,390 domestic abuse incidents were reported, which was a 37% increase on 2014/15. A breakdown of the figures is below. .

Number of Domestic Abuse Incidents

2015-16	Cheshire East	Cheshire West and Chester	Halton	Warrington	TOTAL
Quarter 1 2015-16	307	367	243	362	1279
Quarter 2 2015-16	504	393	285	367	1549
Quarter 3 2015-16	529	525	288	448	1790
Quarter 4 2015-16	507	493	262	510	1772
TOTAL	184	1778	1078	1687	6390

Of these 20% were repeat offenders, details of which are below;

Repeat Incidents of Domestic Abuse

2015-16	Cheshire East	Cheshire West and Chester	Halton	Warrington	TOTAL
Quarter 1 2015-16	43	82	50	73	248
Quarter 2 2015-16	84	70	67	69	290
Quarter 3 2015-16	115	95	71	92	373
Quarter 4 2015-16	104	89	59	85	337
TOTAL	346	336	247	319	1248

Our vision is for Cheshire, Warrington and Halton to be the safest communities where we prevent, protect and tackle Domestic Abuse as it affects victims, children and families. To help to do this we will proactively target offenders and deliver integrated partnership support to manage whole family issues to ensure that violence and abuse ends.

We will co-ordinate campaigns and public messages which challenge the acceptance of Domestic Abuse in our communities, will promote friends and family reporting routes and will designing community based interventions that work and can be sustained.

Cheshire and Warrington is a strong sub region with an ambitious vision to deliver transformed public services that better meet the needs of local communities. Our Chief Constable is committed to leading our new Domestic Abuse Strategy Board to drive forward key work streams in line with our approach to Complex Dependency so we can tackle the underlying causes of abuse and violence within our local communities.

The initial implementation of our Complex Dependency model across the Cheshire Police footprint has highlighted that over 40% of complex cases managed by agencies referring in to the system have Domestic Abuse as a significant factor be this for children who need help, adult victims or perpetrators. This follows a similar pattern in terms of Child Protection plans across the sub-region where domestic abuse is a dominant feature resulting in children entering the care system or requiring statutory assessment

To prevent, protect and tackle domestic abuse we will;

- To ensure that victims, children and families receive consistent, quality services regardless of their geographic position in the sub-region and to receive feedback from residents.
- To establish efficient commissioning and co-ordination of functions maximising resources across partner organisations.
- To scrutinise and challenge performance across agencies working to a standard performance framework and reviewing the benefits of managing Domestic Abuse in the context of the Complex Dependency model.
- To review and learn from local, national and international best practice to build the safest and most effective response to Domestic Abuse.
- To evidence that we have delivered sustainable change through effective shared services or joint commissioning where appropriate to maintain a focus on prevention.
- To steer community based campaigns to support self, friends and family reporting to bring Domestic Abuse out from being a hidden issue to being open to Public challenge.

OVERARCHING THEME - THE ENABLERS

There are a number of enablers which help to create the right conditions to reform public services and in Cheshire and Warrington we have identified three key enablers to focus upon to support transformation.

LEADERSHIP IN PUBLIC SERVICES

Collaborative Leadership has for some time been seen as key to delivering transformational change in public services. Cheshire and Warrington sub-region has a track record in investing in collaborative leadership, and the Leaders and Management Boards remain committed to developing collaborative leadership capacity in public services across the sub-region.

Our original Cheshire and Warrington Collaborative Leadership Programme (CLP) which started in 2011 was a robust and unique multi-agency, collaborative approach to leadership development within Cheshire and Warrington. More than a 150 senior managers across public service partners in the sub-region took part in the 3-year Programme.

To develop our leadership capacity further we will develop a Collaborative Leadership Framework for Cheshire and Warrington, which will build on current provision, the aim of which will be to build and sustain collaborative leadership capacity across the sub-region.

- Strong and effective Collaborative Leadership essential enabler for delivering Public Service Reform in Cheshire and Warrington
- Placed based Collaborative Leadership across Partners and disciplines
- Common narrative around Leadership
- Focus on shared values and behaviours
- Build on existing Programmes for a Cheshire and Warrington Collaborative Leadership Framework.
- Adds value to existing professional and organisational Frameworks
- Focus on future Leaders

DIGITAL PUBLIC SERVICES

The infrastructure of all Public Service partners in Cheshire and Warrington is underpinned by ICT capabilities be that public facing websites that allow people to access information about the organisation and its service, to use and book services on-line through to helping the organisation to function via numerous digital information systems and as a means to communicate with customers and citizens. The potential to use technology to increase efficiency, reduce costs and enable transformation is widely accepted, the challenge is in understanding and identifying opportunities, for individual Partners or public services collectively, to make the best use of ICT to improve the experience of customers using services.

There is no single ICT or Digital Strategy which fits all Partners and in many instances organisational needs will be the overriding determinate on variations between different bodies. However, there are features and strategic objectives common to the digital public services which cut across all public services. Therefore, the aims of a sub-regional approach to improving ICT and digital capabilities in the sub-regional is more about quality standards to improve the customer experience and their journey which can be applied across all public services in Cheshire and Warrington.

We recognise that Public Service partners across Cheshire and Warrington, rightly, have their own approaches to the way in which they make the best use of ICT, and therefore the main thrust of the ICT work stream is focussed on developing common principles which underpin digital public services, sharing knowledge and expertise between partners, and promoting the economic benefits of a digitally skilled workforce and population in the sub-region.

With this in mind we will;

- Develop a set of principles to underpin digital public services and transformation for partners in the sub-region
- Ensure that the review of the Strategic Economic Plan fully reflects the economic benefits of the digital access and a digitally skilled workforce
- Look to share digital skills, knowledge and experience between partners in the sub-region
- Explore greater digital connectivity between partners in the sub-region
- Secure an executive digital lead from the Management Board to drive the digital agenda in Cheshire and Warrington.

ONE PUBLIC ESTATE

The One Public Estate programme is about getting more from the collective public assets by acting as a catalyst for major service transformation; unlocking land for new homes and economic growth and creating opportunities to reduce running costs and generate income or capital receipts.

It is estimated that Public Sector Partners across Cheshire and Warrington own more than 4,000 assets with an estimated value in excess of £2bn. The annual running and maintenance costs of these assets are estimated as being in excess of £100 million per year. Partners currently manage and plan their portfolios with little consultation or collaboration with other public services.

We think that these costs can be reduced by managing the public estate collectively across the Local Enterprise Partnership footprint to drive economic growth, support the delivery of housing and jobs and reduce costs.

Our Cheshire West and Chester Council and Warrington Council partners have participated in the One Public Estate Programme since its inception in 2013 and have focussed on Ellesmere Port and Warrington Town Centre to develop specific schemes. This work has resulted in valuable learning on how agencies can collaborate and an outline business case for the proposed Ellesmere Port hub has been approved to establish a £20m joint-use facility to allow public services to be better integrated around the needs of customers. This has been supported by an allocation of £8m from the Local Growth Fund.

Our Partnership working has shown the value of working together across the public estate and taking a strategic approach to asset management and development. We will use our experience to build on the lessons learnt from working together in Ellesmere Port and Warrington and apply that learning to a wider partnership covering the sub region.

Our new Public Sector Assets Board will identify schemes with both a strategic impact and those which will have a major impact on a locality and will use those opportunities to drive cultural change and service transformation.

Our plans for a Land Commission will have a wider role and potentially tasked with producing a schedule of strategic sites for development, identifying barriers to development and where possible taking action to remove or reduce those barriers by working with both public and private sector land owners. We are proposing that the Public Sector Assets Board will produce a combined strategic asset management plan for all public sector assets across the LEP area which will guide the development of organisations own property strategies and make it possible to identify joint development opportunities in a systematic way rather than the current ad hoc arrangements. It will also enable enhanced collaboration between organisations where one may have a need for property in a location where another has a surplus.

The second element of our plan is the development of public service hubs with partners co-located to better work together to deliver more targeted, integrated and preventative services. This will deliver a better customer experience; remove duplication; improve outcomes for local people; rationalise the local public sector asset portfolio to deliver better value for money and contribute to the on-going physical regeneration of localities with the potential to create new homes and jobs.

We will produce a master plan for the regeneration of sites which become surplus as a result of the hub. This will ensure that future development reflects local aspirations, supports partners' corporate objectives and maximises the value obtained from the site by enabling a co-ordinated sales programme.

In rolling this approach out across the sub-region we will learn from the experience of our partner Cheshire west and Chester Council who are developing a public service hubs in Ellesmere Port, and who are developing a second hub, based around health and social care integration, in Northwich.

EMERGENCY SERVICES COLLABORATION – WORKING TOGETHER FOR PUBLIC SAFETY

Our Police and Fire and Rescue Services are undertaking a ground breaking local collaboration programme to protect front line emergency services in Cheshire, the scope and ambition of which can be replicated elsewhere to unlock opportunities for other Police Forces and Fire Services in the UK.

Our ambitious programme will establish a single, shared headquarters by 2018 and create a single employer for integrated transactional and professional support functions to both services which is estimated to produce combined annual savings of over £1.5 million and help to minimise the impacts of the current financial challenges facing frontline services.

This will provide opportunities for greater harmonisation once the initial phase is completed with scope for other police forces and fire and rescue services to join the Multi Force Shared Service to benefit from efficiencies and cost savings.

Transactional Human Resources and Finance services for both the fire and rescue service and the constabulary will be provided from April 2017 through the constabulary's existing Multi Force Shared Service model which already supports a number of police forces.

Other joint professional teams for services including ICT, Finance, HR, facilities, corporate communications, legal, performance and planning are due to be operating from the joint site by December 2017. Options are also being developed for a joint training facility for Police and Fire Services.

In parallel with the police and fire collaboration, a strategic review of premises owned and operated across Cheshire by all three emergency services is already underway to identify further opportunities to improve the efficiency and delivery of services to local communities.

INVESTING IN PUBLIC SERVICE REFORM.

Cheshire and Warrington has a track record in attracting funding into the sub-region to transform our public services. In the recent past we have secured Transformation Challenge Award funding to transform community safety in Cheshire and Warrington, and more recently we have been awarded £5m to help to tackle complex dependency in the Sub-region. Some of our individual partners have also been successful in attracting funding for integrated care through the Pioneer Programme and through piloting whole-place community budgets.

Further successful public service reform across Cheshire and Warrington will require adequate resources to be identified and allocated to support the delivery of transformation project and initiatives. A proposal linked to the Cheshire and Warrington Growth Deal submission is to create an Investment Fund which, in part, it is suggested could be used to support public service reform going forward. Putting aside the outcome of the on-going devolution discussions, there are a number of funding options which could be explored further as part of the development of reform proposals. These include;

- Joint bids for funding from Government Departments and other sources
- Pooled operational, revenue and capital budgets.
- Shared expertise and capacity between Partners
- Re-investing the proceeds from asset sales
- Recycling benefit realisation and invest to save.
- Innovative payment-by-result mechanisms.
- Create a reform specific Life Chances Fund made up of a combination of the above.

The way in which future funding options could work and are allocated will be subject to further discussion. It is likely though that any future reform initiatives will need to be able to demonstrate it complies with one or more of the following criteria;

- Reduces demand on public services
- Realise public service efficiencies and transformation
- Improves outcomes for people in Cheshire and Warrington
- Adds value to what is already being done by Partners
- Integrates public services in Cheshire and Warrington
- Involves Multi-agency approaches to delivering service to the public.
- Linked to the economic growth agenda

All themes in the Strategy have been able to show how they will meet the transformation criteria and as the propositions and proposals develop further, the question of resourcing will be addressed.

PUBLIC SERVICE REFORM - STRATEGIC OUTCOMES

The broad scope of the Strategy means that there are a number of aspirational outcomes for a range of people with varying levels of need across Cheshire and Warrington. The aim of the Strategy is to improve the outcomes, directly or indirectly, for people in Cheshire and Warrington.

- Improving the mental health of the people of Cheshire and Warrington will not only significantly improve people's lives, it will also have a positive benefit of reducing the cost of health and public services and also have a positive benefit to the economy of the Sub Region.
- There will be cost efficiencies as new models of care and support become embedded, reduce duplication and lessen demand on inpatient and long term care services.
- A more responsive health and social care provider market which understands the priorities and the opportunities that working with the public sector offers
- Better informed and confident service users empowered to design and increasingly self-manage their care
- Reduced demand on expensive and complex services, including out of area, as investment in community and preventative services increases
- Narrowing gap in health inequalities between the more affluent and disadvantaged
- Greater joint understanding of the needs of the area, agreement of core priorities and opportunities to make real, sustainable and cost effective changes.
- Increase in sustainable employment for people with the most complex needs and reducing demand on other public services like mental health, housing and drug and alcohol services
- Increased income levels for people will have positive impact on health and wellbeing and the local economy
- Long term and sustained change for individuals and communities with regard to reducing re-offending
- A significant reduction in re-offending rates in Cheshire and Warrington.
- A culture change from one of entitlement to one of responsibility, ownership and empowerment that will allow individuals to be able to achieve appropriate goals themselves and contribute positively to society
- Enabling communities to contribute to the growth agenda
- A significant reduction in duplication between agencies and reducing public spending
- More victims who are helped to long term independence and freedom from violence and abuse will help to break the generational cycle, strengthen the focus on prevention and early intervention, and will address underlying issues driving perpetrators.
- More victims and offenders who are identified earlier, with effective interventions in place to prevent violence and abuse from escalating to a crisis point, will help to reduce in high-rates of re-victimisation.
- Increased awareness across all sections of society that Domestic abuse is unacceptable in all circumstances with individuals, communities and frontline agencies empowered to challenge negative attitudes
- Increased awareness in children and young people of the importance of respect and consent in relationships and that abusive behaviour is always wrong - including abuse taking place online.
- More effective collaborative leadership will help to support the delivering of improved public services across Cheshire and Warrington
- Better use of technology and transition toward Digital Public Services will mean more effective and efficient public services in Cheshire and Warrington which will in turn contribute to improved outcomes for people.

- A more effective and innovative approach to the way in which we use and management the Public Estate will deliver efficiencies and, through greater integration, improve the effectiveness of public services in Cheshire and Warrington.

BENEFIT REALISATION

A key principle which will underpin Public Service Reform is that our reforms and the our new ways of providing services to people and greater efficiency will help to reduce public spending in the sub-region. This, together with the tax reviews generated through increased employment and growth, will raise our net contribution to the Treasury. Cheshire and Warrington already make a positive net contribution compared to other areas in the North West which is illustrated below;

Area	Expenditure	Tax	Net contribution to HM Treasury
North West	£51,540,205,136.78	£51,701,397,627	£161,192,490.22
Cheshire and Warrington LEP	£5,680,889,407.47	£8,587,519,079	£2,906,629,671.53
Cumbria LEP	£3,422,778,584.00	£3,579,817,313	£157,038,729.00
Greater Manchester LEP	£19,736,213,471.47	£18,702,291,591	-£1,033,921,880.47
Lancashire LEP	£10,499,752,173.37	£9,478,288,136	-£1,021,464,037.37
Liverpool City Region LEP	£12,200,571,500.47	£11,353,481,508	-£847,089,992.47

Our reform proposals relating to worklessness, domestic abuse and re-offending contained in this Strategy will develop over time and the fiscal, social and economic benefits will become clearer as new, more efficient and effective models and ways of working emerge. A work stream will be around realising the benefits of our reforms and how we measure our success. Until the proposals take shape, an initial list of existing indicators and measures has been put together to illustrate the types of indicators, detailed in Appendix 2, which will help to measure the effectiveness of our interventions in future.

An Action Plan to progress the proposals is attached as Appendix 1.

Acknowledgement

The thanks of the sub-region go to CHAMPS and other public service colleagues from around Cheshire and Warrington who contributed to the drafting and for providing information for the Strategic.

Cheshire and Warrington Sub-regional Public Service Reform Strategy – Action Plan.

Theme / Item	Key Actions	Outcomes.	Lead	Timescale
Mental Health	<p>Expand the role and remit of the Pan Cheshire Mental Health Strategy Group.</p> <p>New Sub Regional mental health strategic group to develop;</p> <ul style="list-style-type: none"> • Crisis care (delivering the Crisis Care Concordat Action Plan) • Physical and mental health service integration • Contracting/ incentives/efficiencies • Mental health's role in STPs and new care models 	<p>Improve the mental health of the people of Cheshire and Warrington will significantly improve people's lives</p> <p>Positive benefit of reducing the cost of health and public services</p> <p>Positive benefit of effective mental health provision to the economy of the Sub Region through links to worklessness and other dependencies.</p>	Steve Peddie (Warrington)	On-going
Health and Social Care	<p>Develop systems leadership for health and social care across Cheshire and Warrington.</p> <p>Integration of health and social care/BCF</p>	<p>Greater joint understanding of the needs of the area, agreement of core priorities and opportunities to make real, sustainable and cost effective changes</p>	<p>Mike Suarez (Cheshire East)</p> <p>Mark Palethorpe (Cheshire West & Chester)</p>	On-going
Worklessness	<p>Develop an integrated model for complex worklessness across the sub-region which linked into the complex dependency model</p> <p>Develop an integrated approach to support low income groups</p> <p>Develop a funding and business case for the model by September 2016</p>	<p>Increase in sustainable employment for most complex individuals</p> <p>Reduced demand on mental health services relating to the cohort;</p> <p>Reduced demand on housing services relating to the cohort;</p> <p>Reduced demand on substance misuse relating to the cohort; Increased income level for the cohort</p>	Laurence Ainsworth (Cheshire West & Chester)	April 2017

Cheshire and Warrington
Sub Regional Programme Office

Theme / Item	Key Actions	Outcomes.	Lead	Timescale
Domestic Abuse	Develop a Domestic Abuse Strategy for Cheshire and Warrington	<p>Continued decreases in the overall prevalence of domestic and sexual violence and reductions in the prevalence of FGM.</p> <p>More victims are helped to long term independence and freedom from violence and abuse</p> <p>More victims and offenders are identified at the earliest possible opportunity</p> <p>Increased awareness across all sections of society including children and young people that VAWG is socially unacceptable.</p>	Simon Byrne (Cheshire Police)	On-going
Re-offending	<p>Map existing IOM provision and gap analysis across Cheshire and Warrington</p> <p>Stakeholder workshop to shape future approach and provision to IOM in September 2016.</p> <p>Establish a refreshed approach by March 2017.</p>	<p>Long term and sustained change for individuals and communities</p> <p>A significant reduction in re-offending rates and duplication</p> <p>Reduced demand on public services</p> <p>A culture change from one of entitlement to one of responsibility, ownership and empowerment that will allow individuals to be able to achieve appropriate goals themselves and contribute positively to society</p> <p>Enabling communities to contribute to the growth agenda</p>	Donna Yates (GM&C CRC)	On-going

Cheshire and Warrington Sub Regional Programme Office

Theme / Item	Key Actions	Outcomes.	Lead	Timescale
Service Reform	Delivery of the integration model to tackle complex dependency in Cheshire and Warrington.	Reduce dependency on public services More effective and efficient delivery model More people entering sustainable employment	Katherine Fairclough (Warrington)	On-going
Children and Young People	Submission of a bid to the DFE Children's Social Care Innovation Programme to transform services across Cheshire and Warrington.	Deliver innovative, redesigned services to achieve high quality services, improved outcomes for children better value for money.	Cheshire West & Chester.	On-going
Enablers				
Leadership	Develop a Collaborative Leadership Framework for Cheshire and Warrington.	A successful Collaborative Leadership Framework, and by implication more effective leadership will help to support the delivering of improved public services across Cheshire and Warrington	Katherine Fairclough (Warrington)	April 2017.
ICT and Digital	Develop a Digital Strategy for Cheshire and Warrington Develop a common Customer Service Standards Framework for Cheshire and Warrington and Assessment Framework Establish Officer Group to develop the Strategy Stakeholder event to develop a Digital Strategy	Reduce costs, increase efficiency and deliver better outcomes Stimulate and enable innovation and new ways of working Reshape the relationship between the citizen, communities and government Improve communications and partnership working across public service Access and exploit a wealth of available data more easily accessible.	Kathryn Griffiths (Warrington)	On-going September 2016

Cheshire and Warrington
Sub Regional Programme Office

Theme / Item	Key Actions	Outcomes.	Lead	Timescale
One Public Estate	Establish the Public Sector Assets Board. Partner approvals to the full business case for the Ellesmere Port hub Detailed designs of Ellesmere Port hub and subsequent procurement of the building. Investigate Weaver Sq hub proposals Warrington Waterfront	Delivery of key growth project across the sub-region. Co-location of public services leading to enhanced delivery for customers Great efficiency and reduced costs.	Alison Knight (Cheshire West & Chester)	On-going

Public Service Reform Strategy - Benefit Realisation Framework

Indicative indicators to help to measure the impact of the Strategy are detailed below. The Framework will evolve as new models and ways of working emerge over time, and will include a mix of qualitative and quantitative measures. The best use will be made of existing Frameworks where possible..

Overarching Theme – Health and Wellbeing		
Mental health Child Admissions for Mental health (Rate per 100,000 aged 0-17) % gap between employment rate of those with mental health disorders and the overall population Adults with Mental Health problems supported throughout the year - per 1000,000 population	Learning Disabilities SEND indicators	Health and Social Care (tbc – linked to existing ASCOF and NHSOF reporting and where appropriate STPs metrics)
Overarching Theme – Complex Dependency		
Complex Worklessness/in-work Benefits % working age people economically active % working age people claiming out of work benefits No. JSA/Universal Credit Claimants No. In-work Tax Credits	Domestic Abuse Total number of Domestic Abuse Incidents Total number of referrals to MARAC Number of repeat referrals to MARAC Number of briefings by IDVA to Acute Trust Number of hospital referrals to Domestic Abuse community services	Re-offending Navigate Indicators
Overarching Theme – The Enablers		
Leadership in Public Services No. Commissioning Academy No. attending Masterclasses	Digital Public Services Adoption of SR Standards SOCITM Rating Customer Feedback	One Public Estate (tbc)