



**NOTTINGHAM  
CHILDREN'S  
PARTNERSHIP**

PROUD OF NOTTINGHAM'S CHILDREN & YOUNG PEOPLE

<b>Title of paper:</b>	Total Place Report	
<b>Report to:</b>	Children's Partnership Board	
<b>Date:</b>	13 <sup>th</sup> October 2010	
<b>Director(s)/Corporate Director(s):</b>	Ian Curryer, Candida Brudenell, Penny Wakefield	<b>Wards affected:</b> All
<b>Contact Officer(s) and contact details:</b>	<a href="mailto:Colin.monckton@nottinghamcity.gov.uk">Colin.monckton@nottinghamcity.gov.uk</a> <a href="mailto:Luke.murray@nottinghamcity.gov.uk">Luke.murray@nottinghamcity.gov.uk</a>	
<b>Other officers who have provided input:</b>	Anthony Childs Richard Darby Paul Martin Veronica Fairley Liz Jones Participation and engagement from officers across the partnership	
<b>Relevant Children and Young People's Plan (CYPP) objectives(s):</b>		
<b>Safeguarding and Early Intervention</b> - Children, young people and families will benefit from early and effective support and protection to empower them to overcome difficulties		Yes
<b>Strong families</b> - More families will be strong and healthy, providing an enjoyable and safe place for children to grow up		Yes
<b>Healthy and positive children and young people</b> - Children and young people will be healthier, fitter, more emotionally resilient and better able to make mature decisions		Yes
<b>Achievement</b> - All children and young people will leave school with the best skills and qualifications they can achieve and will be ready for work or further learning		Yes
<b>Economic well-being</b> - Child poverty will be significantly reduced		Yes
<b>Summary of issues (including benefits to customers/service users):</b>		
<p>The Total Place Pilot Project is sponsored by Jane Todd with the Senior Officers Group acting as the Programme Board. Funding has been secured from the REIP for £186,000 to deliver this project. This funding ceases on 31<sup>st</sup> March 2011.</p> <p>The purpose of the pilot is to focus on complex and high cost families, investigating how Nottingham may deliver better outcomes for families while also reducing cost and duplication of services.</p> <p>The attached overview sheet (Appendix 1) of the Total Place Project gives a summary of how the different elements fit together and the outputs expected from each one. The report contains a short summary of the key benefits of each element.</p> <p>The Total Place Pilot Project is now moving from the initiation phase to the delivery phase.</p>		
<b>Recommendations:</b>		
<b>1</b>	The Board notes the report.	

## 1. BACKGROUND AND PROPOSALS (Explanatory detail and background to the recommendations)

### Integrating Information Project

Purpose: - To bring together information on children and families currently held on multiple IT systems across the department and partnership; this will be used for frontline practitioners and for analysis and needs assessment purposes.

Benefits are:-

- o Much greater insight and analysis into needs of service users across different outcomes and services, and a much deeper understanding into the multiple interventions and complex needs of families.
- o A system to allow practitioners to search for the citizen that they are working with and to see the contact details of other professionals involved with the citizen. This will assist the professional in developing a team around the citizen and share information across the partnership.

The Senior Officers Group has confirmed the following lead officers

Adults Social Care = Emma Stow, senior analyst  
Police = Erica Doran, performance manager  
Probation = Louise Smith, Performance Manager; Karen Moseley, analyst  
Health = Dr Jean Robinson, Infomatics Manager  
Connexions = Helen Palmer, MIS Team Manager  
Housing (Nottingham City Homes) = Dan Lucas, Strategy Development Manager  
Fire Service = Chris Hooper, Partnership Manager  
Job Centre Plus = Anne Danvers

### Cost & Needs Analysis Project

Purpose: - To develop a costing tool for the partnership which looks at average cost of different interventions/outcomes, alongside a population level needs analysis across the partnership.

Benefits are:-

- o Analysis and breakdown of different interventions that services are delivering across the city and how much each of them is costing.
- o Analysis of how many different interventions across the partnership are being delivered to households and families, how many families may fall into the complex category and what type of interventions and cost they may incur.

### Pilot – Action Learning Project

Purpose: - To investigate a model of working based around a lead worker for a complex family. The outcome and cost benefits from the Family Intervention Project and other Total Place Pilots indicate that this model is strong. This element looks at how it can best be implemented in Nottingham.

Benefits are:-

- o Feeding learning from the Family Intervention Project back into mainstream services across the partnership.
- o Investigating why this model of working can operate for the FIP and what the barriers and solutions are for mainstream services, i.e. organisational, workforce development, personal, financial.



- Investigating improved outcomes and cost from this way of working for complex and costly families.

The following partners are now involved with the Action Learning pilot, which began on Monday 27<sup>th</sup> September

The Senior Officers Group supports the identification of frontline practitioners to take part in the Pilot – Action Learning element of the project.

- Nottingham City Homes
- Police
- Probation
- Family Support Worker (Children's Centres)
- MALT CAMHs
- Job Centre Plus
- Children's Social Care (2 x existing FIP practitioners)
- Adult Mental Health
- Health visitor

### Developing Service Specifications

Purpose: - To take all the outputs, analysis and learning from the above three projects and develop a scope for what future provision when working with complex families may look like.

Benefits are:-

- An evidence based assessment of how many families/households across the city would be included.
- What the scale and cost of their issues are.
- A view of what that might mean for current or future services.
- Embedding the learning into the commissioning process.

### **Note:**

The original PID included a focus on disabled children as well as complex families. The Senior Officers Group approved an adjustment to the project scope which would remove the focus on disabled children. This is due to the following 2 changes since the PID was written:-

- Project funding approved by the REIP was £100k less than asked for in the PID.
- Health changes in the July white paper have overtaken the ability of the PCT to resource this activity.

## **2. RISKS**

**(Risk to the CYPP, risk involved in undertaking the activity and risk involved in not undertaking the activity)**

- Frontline resource is not freed-up to participate in the pilot meaning that learning for the overall project is impaired.
- Risk of not securing enough learning from the project will mean that the ability to reduce costs and still deliver high quality outcomes against the CYPP will be impaired.
- Learning from the project will not then influence the mechanisms by which partners will work together to deliver improved outcomes for reduced cost.
- Partners not willing to share data and so unable to participate in the Integrating Information and Cost & Needs Analysis strands of the project.

See also attached Risk Log (Appendix 2)

### **3. FINANCIAL IMPLICATIONS**

- £186,000 has been secured from the REIP to fund the project; this funding runs out in March 2011.
- A key objective of the project is to provide tools for the partnership to calculate costs incurred through different interventions. This will help determine financial implications for the partnership and enable more focussed work to reduce costs.

### **4. LEGAL IMPLICATIONS**

- Data sharing and access issues involved in the Integrating Information and Cost & Needs Analysis elements of the Total Place Project.

### **5. CLIENT GROUP**

**(Groups of children, young people or carers who are being discussed in the report)**

- Families, with a particular focus on the more complex and high need families.

### **6. IMPACT ON EQUALITIES ISSUES**

**(A brief description on how many minority groups are being engaged in the proposal and how their needs are being met: This section includes traveller and refugee families. The themes of the Shadow Boards – children and young people; parents and carers; equalities issues and the voluntary and community sector should be considered here.**

- The project has a particular focus on complex and high need families; these are more likely to be from vulnerable groups as outlined in the CYPP.

### **7. OUTCOMES AND PRIORITIES AFFECTED**

**(Briefly state which of the CYPP objectives and priorities will be affected)**

Learning from the project should inform delivery across the partnership and CYPP. Specific areas that will benefit include:-

- Early Intervention
- Family Support & Family Community Teams
- Probation
- Police
- Job Centre Plus
- Housing – NCH
- Social Services
- Workforce Development

### **8. CONTACT DETAILS**

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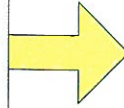
# Total Place Project Overview

## Integrating Information

Web Interface available for practitioners allowing them to search for children, adults, addresses and see who is involved with them

Analysis tool to look at level of need and numbers of families

## Counting



## Cost & Needs Analysis

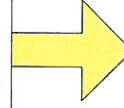
Cost Calculator tool to show the cost for each type of intervention across the partnership

Population and family needs analysis published, enabling analysis by:

Socio-demographic type; Identified need type; Cost

Case Studies of individual families and body of analysis published

## Cost



## Pilot – Action Learning

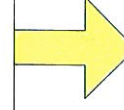
Pilot completed involving multi-agency partnership workforce

Action Learning sessions facilitated by One Nottingham

A number of families with complex needs have been engaged and had the opportunity to feed into the outputs of this strand

Learnings and best practice from families, workers and organisations captured through final evaluation process

## Culture & Customer



## Influencing Future Service Delivery

How many children & families have multiple or complex needs?  
What type of needs and at what level?

What does that mean for our capacity to deliver services to them and the rest of the population?

Are our organisations currently set up to deliver meaningful services for these families that will improve outcomes in the long term?

What needs to change to make this a reality?





# APPENDIX 2

ID	Category of Risk	Description of Risk (There is a risk that...)	Description of impact (The impact of the risk is that...)	Suggested Mitigation	Impact	Likelihood	Severity	Date identified	Date last updated	Review Date	Owner	Comment
R1	Resources	Visionware may not be able to deliver the required product within timescales	This will severely delay the project plan, as this is a critical milestone for the project	Engage Visionware as early as possible	High	Low	Medium	27/07/2010	27/07/2010	27/08/2010	AC	
R2	Resources	ICT will not be able to free up resources due to move to Loxley House	This will severely delay the project plan, as this is a critical resource for the project	Engage Corporate ICT as early as possible - identify Senior Responsible Officer	High	High	High	27/07/2010	27/07/2010	27/08/2010	AC	
R3	Data/Security	Quality of data leads to extended periods of data-cleansing/matching	This will limit the reliability of the initial datasets and potentially undermine end-user confidence	Data Quality lead to begin working on data from first extract	Low	High	Medium	27/07/2010	27/07/2010	27/08/2010	AC	
R4	Data/Security	Partners unwilling to share data	Integrating Information and Cost & Needs Analysis projects do not have the detailed information they need to deliver as robust or high quality a project as is needed	Information Sharing Agreements set up as required, Senior Officer Group to push within own organisations	High	High	High	27/07/2010	27/07/2010	27/08/2010	AC / CM	
R5	Project Mgt	Due to short timescales difficulty in quickly accessing decision-makers may cause delay in project plan	Key decisions may not be made in the short timescales required, delaying and reducing the length of the pilot phase.	Regular project meetings to be chaired by Colin Monckton to ensure key decisions can be raised to the project board asap.	Medium	Low	Medium	27/07/2010	27/07/2010	27/08/2010	CM	
R6	Project Mgt	The project will be led by NCC and due to short-timescales and partnership engagement and involvement will be limited	The project will be limited in scope, not maximising the opportunity to pilot and develop learnings that will benefit the whole partnership.	Oversight by the Total Place Senior Project Board to ensure all partners are engaged and represented.	Low	Low	Low	27/07/2010	27/07/2010	27/08/2010	CM	
R7	Data/Security	New ways of sharing data will lead to security risks.	data may be shared/stored either inappropriately or insecurely.	Engagement from start of Project with Information Policy Officer from Children & Families Service	High	Low	Medium	27/07/2010	27/07/2010	27/08/2010	AC	
R8	Resources	Tribal Resource will not be able to deliver the research required within the timescales.	This will delay the project plan, as this is a critical milestone for the project	Early engagement with Tribal and project plan agreed with Tribal in advance.	Low	Low	Low	27/07/2010	27/07/2010	27/08/2010	LM	
R9	Resources	The Family Intervention Team is key to the pilot work in the 'Developing Processes' strand, but the FIP funding currently is due to end March 2011	Moving the project into steady-state would prove difficult without the experience and expertise of the team leading the pilot work.	Raise with senior project board as risk	High	Low	Medium	27/07/2010	27/07/2010	27/08/2010	LM	
R10	Resources	There will not be sufficient resource across the partnership to enable staff to be released and back-filled for pilot secondments.	Full benefits of pilot will not be achieved.	Effective communication of the pilot project to a wide audience across the partnership to ensure maximum participation.	High	High	High	27/07/2010	27/07/2010	27/08/2010	LM	
R11	Resources	FIP ability to take on secondments dependant on caseload of the team	Limited numbers of staff will be able to enter into the pilot, due to a lack of mentoring resource available in the FIP	Raise with senior project board as risk	Medium	Low	Medium	27/07/2010	27/07/2010	27/08/2010	LM	

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R12	Procedure	After the pilot phase the service to the families may drop due to the secondees being relatively inexperienced in the new way of working	Families put at risk	Ensure that a supervision/Mentoring process is in place in steady-state	High	Low	Medium	27/07/2010	27/07/2010	27/08/2010	LM	
R13	Budget	There is an unplanned change to government funding	Funding for the Total Place project is negatively affected.	Penny Wakefield is responsible for horizon scanning.	Medium	Medium	Medium	27/07/2010	27/07/2010	27/08/2010	PW	
R14	Project Mgt	Total Place is a wide ranging concept involving many organisations and possible methodologies. Stakeholders may misinterpret or over-estimate the deliverables that this specific pilot will produce	Further development of the project is curtailed or the project loses momentum due to stakeholders becoming dis-satisfied or disillusioned by outcomes.	Develop Communications Plan to manage expectations and ensure project deliverables are communicated clearly.	Low	High	Low	27/07/2010	27/07/2010	27/08/2010	CM	
R15	Project Mgt	Not securing enough learning from the project	Ability to reduce costs and still deliver high quality outcomes is impaired	Involve a wide range of stakeholders and partners to draw as much out of the project as possible	High	Medium	Medium	27/07/2010	27/07/2010	27/08/2010	CM	
R16	Project Mgt	Learning from the project not influencing strategic thinking	Project will not influence the mechanisms by which partners work together to reduce costs	Reports to feed into the Senior Officer Group and One Nottingham Exec Group	High	Low	Medium	27/07/2010	27/07/2010	27/08/2010	CM	