

Nottingham Total Place

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 across the partnership

Counting

Cost & Needs Analysis

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

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

Cost

Pilot – Action Learning

Frontline practitioners from partnership seconded to FIP – what lessons for mainstream services? Culture change or practical

Action Learning Groups with practitioners, managers & senior leaders

Research with families

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 families that will improve outcomes in the long term?
What needs to change to make this a reality?

Project Participation

Practitioners

Health Visitor
Senior Prctr Adult MH
Job Centre Plus Advisor
Level 3 Children's Centre
MALT CAMHs
Housing Patch Manager
Probation Officer
SC Qlfd FIP worker

Line Mgr

HV Locality mgr
Team Mgr Recovery
JCP Comm Outreach Mgr
FCT Service Manager
MALT South Coordinator
Housing Policy & Partners
Probation Team Mgr
Police Sergeant

Data & Info

Health Infomatics mgr
Police Perf Mgr
Probation Perf Mgr
Connexions MIS Mgr
Housing Perf Mgr
Adults SC Perf Mgr
Ch & F Perf Mgrs – SC, YOT,
Ed., CC

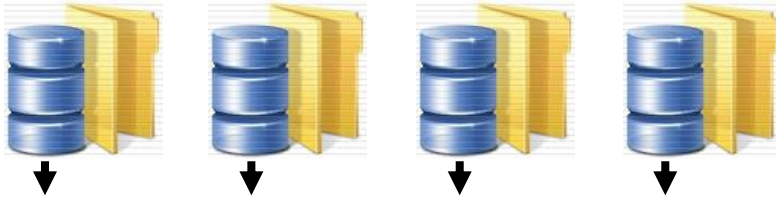
Leadership engagement

Senior Officer Group
One Nottingham Board
Crime & Drugs Partnership Board
Directors of all the above agencies listed

One Nottingham Exec Group
Transformation Board
Local Safeguarding Board

Integrating Information (ContactSearch)

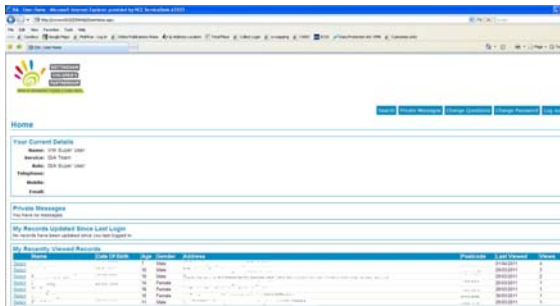
Source systems



MultiVue data matching



Web front end – practitioner view



- In trial now with c.40 users
- Web tool - accredited users enter citizen details & get list of other practitioners involved
- Data updated daily
- Rollout plan following trial period
- Systems included:- education, social care, YOT, children's centres, Connexions, NCH, Health Visitor high support cases
- Potential rollout to 1,500 practitioners:-
 - greater knowledge of case & info sharing – Serious Case Review recommendations
 - improved ability to form Teams Around Child/Family
 - min. 3 hours saved per practitioner per month in time spent searching for info around case

Cost & Needs Analysis

Problem:-

- No joined up view of the cost or needs of complex families

What we did:-

- Joined together data held in partner systems at an individual & household (Police, Probation, NCH, Connexions, Schools and Early Years, Adults and Children's Social Care, Children's Centres, Mosaic, some health information)
- Developed costing tool so each intervention & outcome was costed for each individual
- Updated periodically & very limited access to a few analysts

How it can be used:-

- Establish cost of services across partnership to enable more efficient use of partner resources
- Better understand cost and needs within households and families
- Used to better commission and target services to areas of need
- Identify segments with similar range of needs
- Leads to potential for commissioning to outcomes rather than individual services

Cost & Needs Analysis

Analysis includes:-

- 65,534 individuals within 50,248 households
- £96.7m total allocated cost

Results:-

- Highest cost 10% (6,500 citizens) account for over 63% (c.£61m) of allocated costs
- Highest cost 2.5% (1,636 citizens) account for 37% (c.£46m) of allocated costs
- See attached segments for the top 3 high cost groups
- Almost 4,000 people and households receiving 5 or more services
- Building on the recent CAF specifications, there are almost 8,900 households that meet one or more of below criteria

Category	Risk factor - Intervention - Outcomes
Education	CAF Assessment
	Education Welfare involvement - persistent absence due to truancy
	Special Educational Need - School Action Plus or Statement
	Educational Psychology involvement
	Behaviour Support involvement
Social Care - risk of harm	Child in Need
	Subject to Child Protection Plan
	Looked After Child
Teenage social risk factors	Connexions Priority Group 1
	Teenage Pregnancy
	Substance Misuse flag
	Limiting Illness
Crime and ASB	Youth Offending Team involvement
	Police involvement - crime category C & D
	Probation involvement
Financial stress and poor living conditions	Person is claiming Free School Meals, and is in rent arrears on their council property, and the property does not meet the Decent Homes Standard

Cost & Needs Analysis

High cost groups summary – Top 3 segments

Highest Cost 2.5% profile

- Over representation of teenagers aged 13-20
- High intensity interventions
- Includes almost all Children in Care, Statemented pupils and YOT custodial sentences, and more serious crime
- High levels of teenage pregnancy
- Age profile and level of interventions suggests group beyond Early Intervention and risk of perpetuating inter-generational issues in the near future

Next costliest 5% profile

- Over representation under 5's
- Lower intensity interventions but wider range of needs and services
- High rate of social housing, long duration of NEET
- High rate of social work referrals but lower rate of serious interventions
- Age profile and level of interventions suggests much of this group could be impacted by Early Intervention programmes and better integrated family working

Learning

There are some issues around basic staff development, case assessment, planning and supervision. However this is intrinsically linked to organisational culture and culture change, how workers and services perceive themselves and partners.

- 1. Culture maintains systems & processes robust in face of ever increasing demand**
- 2. There are no apparent fundamental gaps in service provision**
- 3. Quality and scope of assessments, plans and supervision**
- 4. Services see themselves primary providing own specialist role, involvement in other areas of family's needs seen as extra work**
- 5. Services are not building sustainable change for families**
- 6. Relationships are vital**
- 7. Improvements in data and information sharing are required**

Learning

Action plan drawn up for partnership including:-

- Strategic commissioning to adopt Total Place approach across Adults & Childrens – Candida Brudenell
- Information sharing to be improved at a strategic and practitioner level – One Nottingham Exec & Candida Brudenell
- New locality working – Simon Nickless, Amanda Schofield, Lianne Taylor
- Organisational culture and best practice – Phyllis Brackenbury & Satinder Gautam

Paradigm Shift or System Redesign?

How do we move from left to right?



Address symptoms & issues	Tackle causes
Provide ongoing support & monitoring	Build sustainable change
Assessment based on referral criteria of individual	Assessment aware of all strengths & difficulties of whole family
Delivering what the service offers	Delivering what the family needs
Variable supervision	High quality case supervision
Plan unclear and not communicated properly	Detailed plan formed from high quality assessment with everyone's buy in
Partner engagement & roles unclear	Partners know their role and each others
Struggle to get info from other agencies	Knowledge of who and how to access info
Casual relationship	Committed relationship
Refer on & 'signpost'	Co-ordinate support – LP/Project manage
Caseload pressure	Time for reflection, analysis, networking
Receive training	Build & embed skills, abilities and good practice
Managed & measured by process delivery	Managed & measured by outcomes improved
Risk averse & fear of decision making	Autonomous & empowered
That's the way it has always been done	Fidelity and evidence based practice

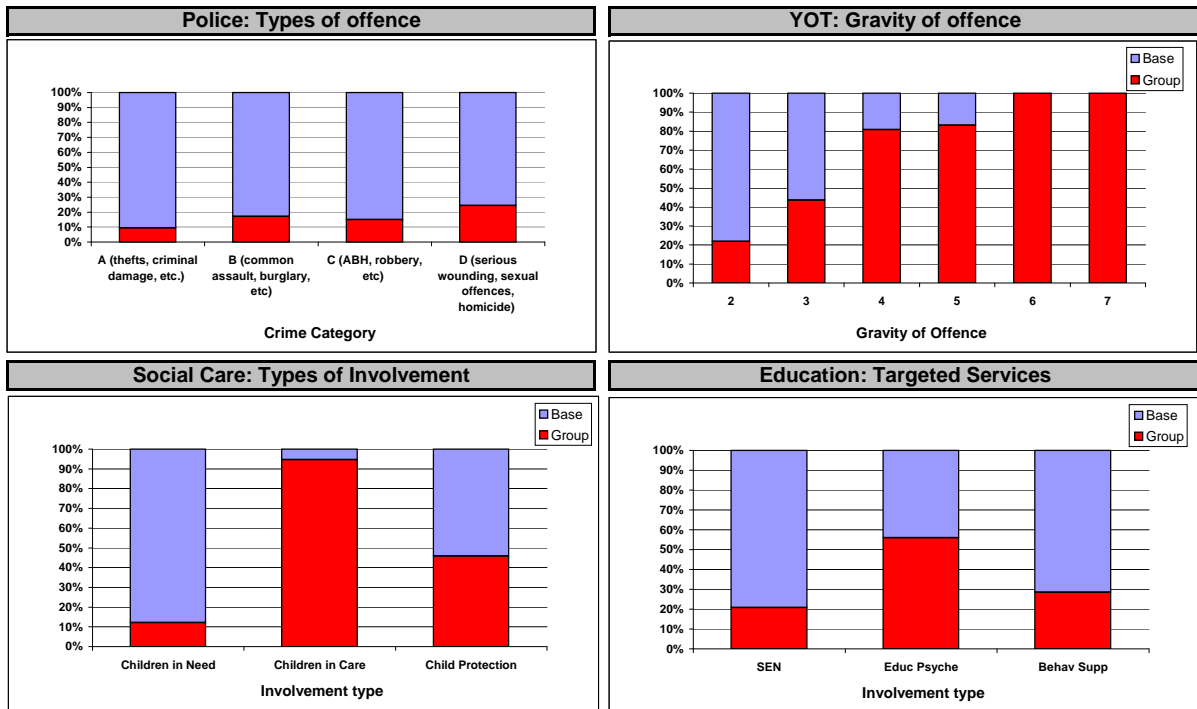


GROUP 1

1 Dominant Mosaic Group O (42%): Families in low-rise council housing with high levels of benefit need
 Subtype (34%): Vulnerable young parents needing substantial state support
 £ 36 M Share of Cost (37%) Majority Age 4 - 21
 Overrepresented Wards: Aspley (14.4%), Bilborough (9.3%) Overrepresented Age: 13-20

Key Features	Supporting Data		
	Base Rate	Group Rate	
• High Rate of Teenage Pregnancy	0.51%	1.71%	
• Over represented in Social Housing	33%	57%	
• Higher Representation of NEET compared to Base Rate	3%	9%	
• Longer duration as NEET	200 avg Days	253 avg Days	
• Higher representation of SEN	8%	69%	
• Higher prevalence of YOT involvement	0.44%	12.16%	
• Greater involvement with police	6%	24%	
• Group hosts most children in care	0.45%	17.05%	

1 Dominant Mosaic Group O: Families in low-rise council housing with high levels of benefit need



GROUP 1

1 Dominant Mosaic Group O: Families in low-rise council housing with high levels of benefit need

Low volume/High intensity Interactions:

The top segment is over represented in those areas that deliver intensive supervision of individuals. For example the majority of Children in Care and YOT Custodial outcomes are in this segment. This is a reflection of the cost involved in dealing with those individuals who require full time support whether through their own behaviour (YOT) or through circumstances outside their control (Children in Care)

72% of the costs incurred within this segment can be attributed to the 3 areas highlighted below

Indepth social care responses used:

Whilst Children in Care make up only **17%** of this segment they are responsible for **£12.5m (35%)** of the cost of it
Of those in care the average length of Care is **3.5 years**

This segment also represents **48%** of those children subject to a Child Protection order at a cost of **£0.2m**

In total **34%** of this segment are split evenly between Child in Care and Child Protection

High level of Educational support:

SEN features highly in this segment, again an indicator of the high level of intensive support that is required for these people
69% of this segment are SEN at a cost of **£10.5m (29% of the segments cost)**. 54% of the SEN in this group are SEN statements accounting for all SEN statements within the total place dataset, the remainder being school action plus.

High Volume/High Intensity Police and YOT involvement:

YOT:

Those involved with the YOT in this segment are more involved with the higher gravity offences leading to YRO (Community based) and all of those offenders who received a custodial term are within this segment at a cost of **£1.3m**

Police:

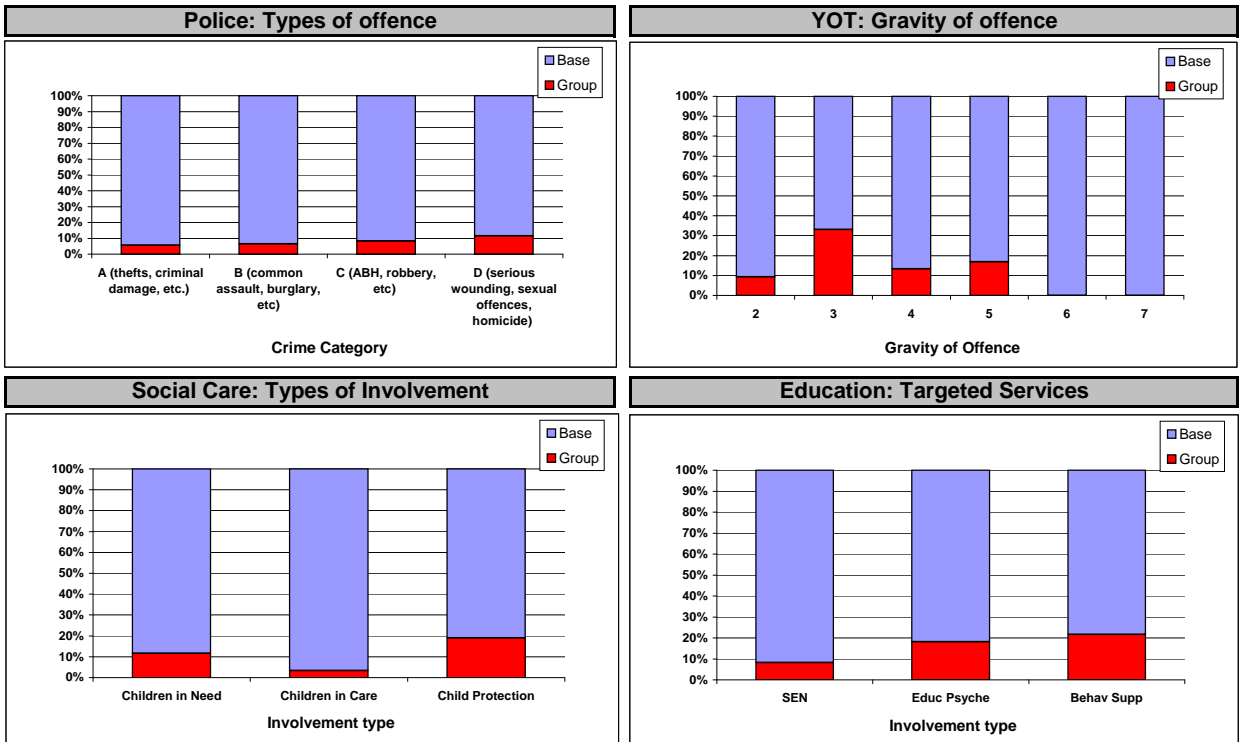
The Police stats also show that those involved with the more serious end of crime are within this segment with **25% of Band D** (the most serious level in the grouping) people being in this group. However, as can also be seen the crime being committed is across the bandings and suggests a propensity towards that way of life

GROUP 2

2 Dominant Mosaic Group O (52%): Families in low-rise council housing with high levels of benefit need
 Subtype (44%): Vulnerable young parents needing substantial state support
 £ 10 M Share of Cost (10.5%) Majority Age 1 - 21
 Overrepresented Wards: Aspley (18.3%), Bestwood (10.8%), Bridge (5.4%), St. Ann's (7.9%) Overrepresented Age: 1 - 6

Key Features			Supporting Data
	<u>Base Rate</u>	<u>Group Rate</u>	
• High Rate of Teenage Pregnancy	0.51%	1.34%	
• Highest Level of Social Housing Need	33%	84%	
• Higher Representation of NEET compared to Base Rate	3%	6%	
• C1 year average as NEET	200 avg Days	342 avg Days	
• Higher representation of SEN	8%	28%	
• Higher prevalence of YOT involvement	0.44%	3.00%	
• Greater involvement with police	6%	14%	
• Highest % of NCH Arrears actions	13%	72%	

2 Dominant Mosaic Group O: Families in low-rise council housing with high levels of benefit need



GROUP 2

2 Dominant Mosaic Group O: Families in low-rise council housing with high levels of benefit need

Low intensity of service, yet wide range of needs:

Whilst the top segment was focussed upon intensive services this segment has lower levels of intensive need but is dependant upon the support of the public sector to help with housing, varied levels of Social Care, and support in school and the post school years.

Social Housing:

With **84%** of this segment using Social Housing, it also suffers from the highest level of arrears actions suggesting a struggle to be able to manage even with the support provided by the state. Costs of **c£5.4m** are being incurred through repeated arrears actions

Education:

With **c60%** making use of the Free School meals (**c620k**), **c20%** using Behavioural Support and Education Psychologists, **9%** being SEN school action plus and **12%** using the Education Welfare Service a wide variety of Education support mechanisms are engaged

NEET Status:

Following on from School NEET is a significant issue for this group. Not only are they over represented against the base but the average time spent NEET is close to a year

Social Care:

Whereas the previous segment was focussed on Children in Care this segment is engaged across the Social Care service with **c30%** having Initial Assessments from the Service (**c£204k**)

Police & YOT:

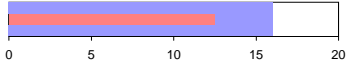
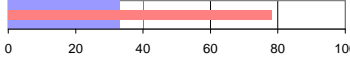
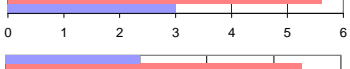
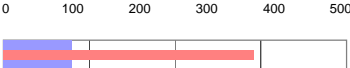
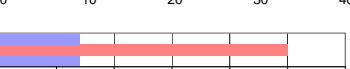
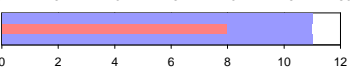

This segment is not so involved in the more serious end of crime but nonetheless is involved in the more petty side leading to involvement with both the Police and YOT but more likely to incur a community based outcome than a custodial one

Childrens Centres:

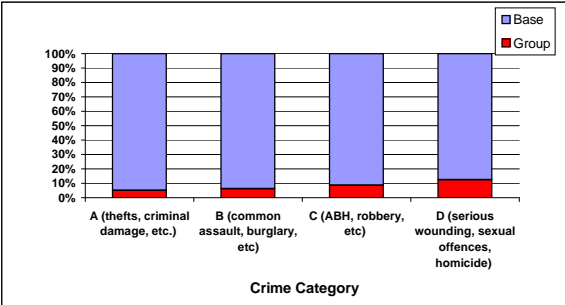
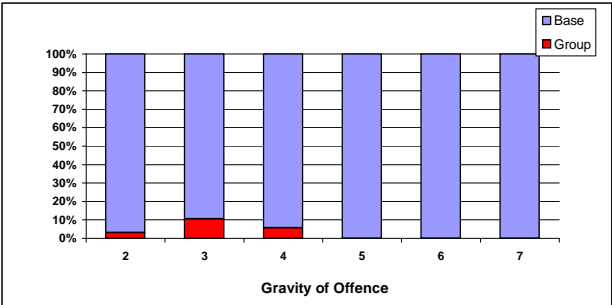
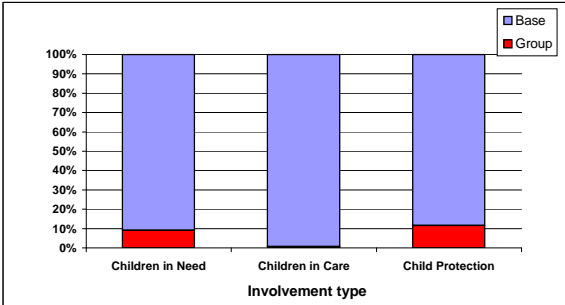
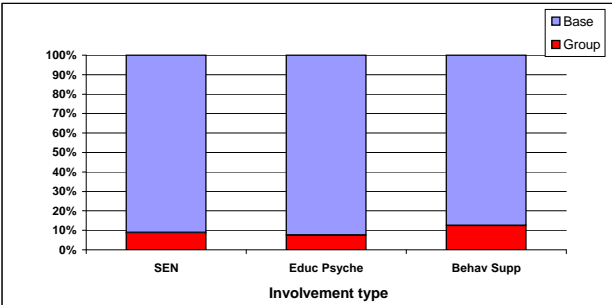
Of the top 4 groups this has the highest uptake of childrens centre usage, doubling that of any other group. **24%** of group uptaking compared to group 3 at 12%

Group 3

3 Dominant Mosaic Group O (50%): Families in low-rise council housing with high levels of benefit need
 Subtype (43%): Vulnerable young parents needing substantial state support
 £ 8.2 M Share of Cost (8.5%) Majority Age 2 - 22
 Overrepresented Wards: Aspley (18.3%), Bestwood (10.2%), Bilborough (9%), Bridge (4.7%), St. Ann's (7.8%) Overrepresented Age: 3 - 5

Key Features	Supporting Data		
	Base Rate	Group Rate	
• Under represented in use of childrens centres	16%	12.5%	
• Over represented in Social Housing	33%	78%	
• Higher Representation of NEET vs Base Rate	3%	6%	
• Longer duration as NEET	200 avg Days	440 avg Days	
• Higher representation of SEN	8%	29%	
• Over represented in social work referrals	7%	25%	
• Lower rate of serious social care intervention	11%	8%	

3 Dominant Mosaic Group O: Families in low-rise council housing with high levels of benefit need

Police: Types of offence	YOT: Gravity of offence
	
Social Care: Types of Involvement	Education: Targeted Services
	

Group 3

3 Dominant Mosaic Group O: Families in low-rise council housing with high levels of benefit need

Life on Services

The nature of the service involvement within group 3 is one of a life supported through service provision. Within this group we see that they are involved with all the relevant services yet on a less intensive level than the previous 2 groups. For example, whilst their Social Care referrals are similar to the previous 2 groups the outcomes are less likely to be CiC or CP but more CiN level. The length of NEET status suggests a struggle to find employment or training and may well be a precursor to long term employment. The high level of Social Housing within the group but the slightly lower level of Free School Meals may indicate that alongside high unemployment levels there is also high levels of low income households claiming other tax credits.

Social Housing:

This group is over represented in social housing with **78%** using social housing, of these **78%** have had one or more arrears actions. A cost of **c£4.8M** is a result of these arrears actions.

NEET Status:

This group holds the longest average duration of NEET at **440 Days**, equivalent to a year and a quarter. Given the data set covers 2 years this suggests that the average citizen in this group is NEET for **60%** of the period.

Education:

Group holds high educational needs with **29%** with an SEN, all at School Action Plus status. However, only **47%** have uptaken free school meals compared to groups 1 and 2, who are in a similar or worse position where 58 - 60% have taken up free school meals.

Social Care:

Social care are engaged with this group, with a cost of **c£930k** worth of engagement. Yet they are not resulting in high numbers of intense interventions - 37% of group 1 social care referrals resulted in a child protection status or the child being entered into care compared with only **8%** within this group.

Police & YOT:

Police involvement with the group resulting in a cost of **c£225k**
Both YOT offence gravity and police incident band are higher volumes of the lower end of the scale indicating more ASB than more severe crimes