



# Shaping The Future

– developing a shared vision for a new  
Operating Model

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## Context

- We face a number of major challenges in improving outcomes for Nottingham's most vulnerable children and families – including:
  - Significantly less investment
  - Increasing numbers of children entering the care system
  - Impacts of welfare reform
  - Nationally driven changes such as Munro report
- To meet these challenges - revise our Operating Model, changing the way we all work towards improving outcomes
- Demonstrable is Nottingham's creativity, commitment to Early Intervention and our excellent partnership work

# What is an “Operating Model”?

## Example definitions

- “Desired End State of the Business”
- “Blueprint”
- “How an organisation operates across process, organisation and technology domains in order to accomplish its function”
- “Where and how the critical work gets done across a company”

## A proposed definition for us to use going forward

- The way we work together to improve the outcomes for our most vulnerable citizens
- Incorporating: identification, assessment, planning, support and intervention, review and improvements

## Our current Operating Model - what you, colleagues, inspectors and citizens say...

- It's good
- But:
  - It's too complicated
  - Hard to follow the child's journey through our services
  - Too bureaucratic
  - People don't understand our system
  - We're not sure we're seeing the right children

# Developing a new Operating Model

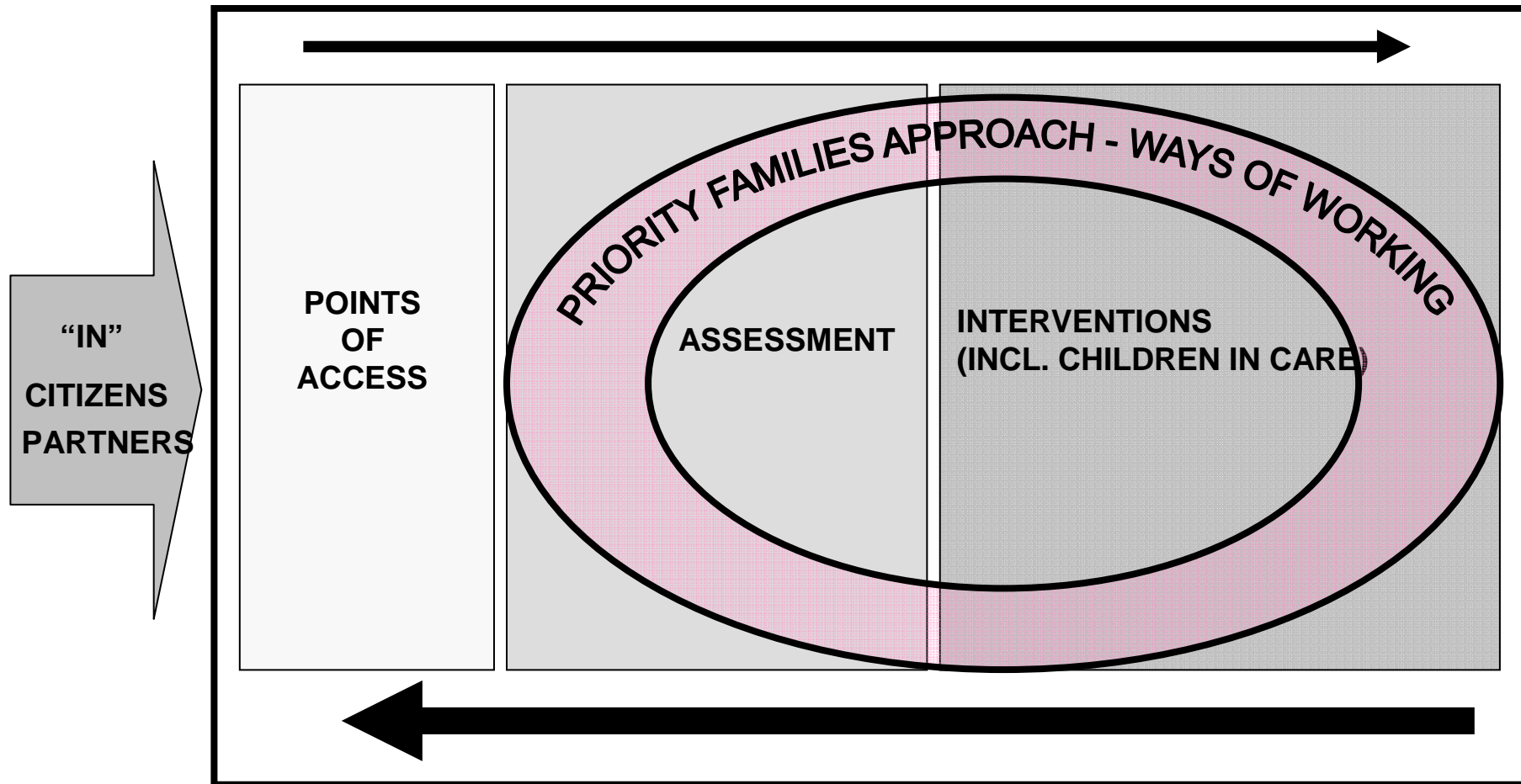
## Story so far

- Development of a new Operating Model at the heart of Children and Families transformation agenda
- Developed a simple “whole system” framework to structure its development and implementation
- Facilitated a key engagement event – involving partners – to:
  - promote wider ownership and understanding; and
  - develop a baseline future vision for a new Operating Model
- Developed a draft high-level, longer-term implementation plan which sets out proposed key steps and headline timeframes

## Next Steps

- The above provides a sound foundation, but the key to success will be for us to, wherever practicable, co-produce the development and implementation of a new Operating Model
- Today represents a critical point in the overall journey

# “Whole system” framework - new Operating Model



# Vision Statements - agreed at stakeholder event

## Point of Access

- Single point of access - principles of customer care
- Access points should be multi-agency
- Families should be able to access services through a variety of methods

## Assessment

- Assessments should be multi-agency
- We must ensure that we hear the child's voice
- Integrated data system for sharing information

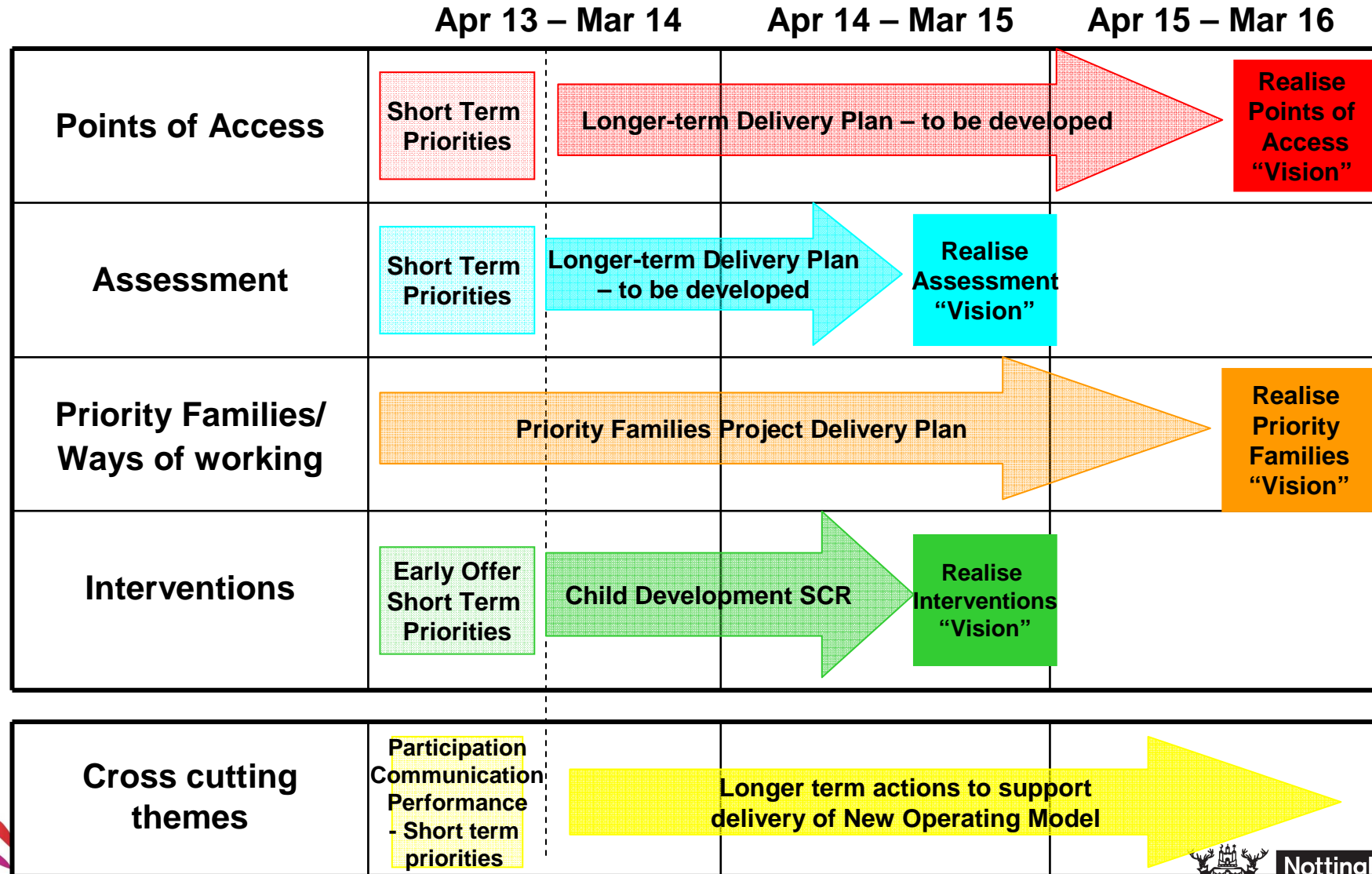
## Priority Families/Ways of Working

- We need a holistic assessment of whole family and families should be involved and listened to
- Acknowledge need to change
- Ensure services are in the right places to match need and accessibility

## Interventions

- Information systems need to be developed to evaluate interventions and outcomes
- Clear, agreed, consistent and known set of interventions need to be available that we know work
- Interventions need to be better integrated across the partnership

# High Level Implementation Plan and Timeframes





## Recommendations

- Support, champion and prioritise the implementation of a new Operating Model to help deliver better outcomes for our most vulnerable children and families
- Note, comment on and agree the:
  - “Whole system” framework
  - Baseline vision
  - Headline plan and timeframes
- Note the intention to provide regular progress updates in particular at key decision points