

# Nottingham City Council Project Initiation Document

Strengths Based Reviews

Lead Officer: Sue Taylor/Richard Groves



Nottingham

City Council

# Version Control

Version	Date	Description of changes since last version	Owner
0.0	06/01/2022	First draft of PID	Ruairi Meyler
0.1	11/02/2022	Review by Transformation Delivery Lead	Ruairi Meyler
0.2	16/02/2022	Updates made based on feedback	Ruairi Meyler
0.3	22/02/2022	Review and update by Project Leads	Ruairi Meyler
0.4	22/02/2022	Update by Transformation Delivery Lead	Gurdish Sandhu
0.5	28/02/2022	Review and update by Project Leads	Ruairi Meyler
1.0	16/03/2022	Amendments from Programme Board	Ruairi Meyler

**Note:**

*Further changes will be required to include benefits tracking, in line with the overall benefits management framework and to include project governance arrangements. An updated version of the PID template will then be developed.*

# Project Aim and Objectives

## Project aim

Increase strengths based reviews of care and support packages to maximise independence and prevent or delay the need for longer term care

## Project objectives

More people with reviewed care and support packages and an increase in occupation therapy prevention led assessments that are outcome focused, and as a result deliver financial efficiencies

More people having strength based conversations, that place the person at the centre of the service, increasing choice and control and promoting independence

2,050 citizens with reviewed care and support packages by January 2023

# Project Scope

Scope	Description
To provide timely care act assessments and reduce waiting lists (Allocated from December 2021)	Delivering timely assessments, through an external supplier, and reducing waiting times for citizens. To prevent care and support needs escalating and the unnecessary provision of longer term care and support.
A proactive programme reviewing care and support packages (Allocated from February 2022)	Increase the review of care and support packages by having strength based conversations with citizens and carers, and provide outcome focused support plans. Further increase occupational therapy assessments to maximise independence and as a result deliver financial efficiencies.

Scope exclusion	Description
Safeguarding investigations	Safeguarding investigations arising from the review of care and support packages

# Project Outcomes

What specifically  
will be different?  
*(Project Outputs)*

More frequent and  
regular strength  
based and  
prevention led  
reviews of care and  
support packages



What is the  
direct impact of  
the change?  
*(Project Outcomes)*

More citizens having  
strength based  
conversations and  
occupational therapy  
assessments to  
promote  
independence and  
prevent or delay the  
need for longer term  
care and support



How we will  
know outcomes  
have been  
achieved?  
*(Measures)*

An increase in the  
number of citizens  
with an outcome  
focused support plan  
following a review

2,050 citizens with a  
review of their care  
and support package

An increase in the  
percentage of citizens  
whose care and  
support needs are  
reviewed within 12  
months



What strategic  
outcomes will  
this contribute  
towards?

Focuses on delivering  
good quality services  
to maintain and  
maximise  
independence to  
better meet outcomes  
for citizens

Supports the  
prevention agenda to  
tackle the root causes  
of issues and not just  
the symptoms through  
taking a strength  
based approach

# Project financial benefits

Project Name	Year 1 - 22/23	Year 2 - 23/24	Year 3 - 24/25	Year 4 - 25/26
Proactive reviews and timely assessments - OT/prevention led reviews for existing people	1,274,944	1,879,200	1,879,200	1,879,200
Proactive reviews and timely assessments - OT/prevention led reviews for existing people		430,000	1,270,000	1,270,000
<b>Total Transformational Projects approved</b>	<b>1,274,944</b>	<b>2,309,200</b>	<b>3,149,000</b>	<b>3,149,000</b>
<b>Total delivered over 4 years</b>	<b>9,882,144</b>			

- Line 1 – 2,050 reviews delivering on annual savings of £786, per person, per review.
- Line 2 – Further c.2,000 reviews for new citizens and opportunity to reduce initial packages.
- No further costs have been factored in on the assumption that good practice from the review of cohort 1 continues within existing resources.
- Assumes savings made are recurrent however at some point in the future the citizens package could increase with complexity changes.
- Costs of the supplier to clear the backlog of reviews is included as part of these figures and have been funded from the 2021/22 underspends within Adults.
- Assess if technology and equipment required would be funded from the existing DFG and equipment budgets.

# Strengths based reviews and Occupational Therapy led prevention Project Plan

Project Plan - Phase 1		
Milestones	Date	Action Lead
- Proposal to increase capacity and procure external provider for Adult Social Care reviews/reassessment	August 2021 - complete	Sara Storey
- Delegated decision approved to procure external provider	September 2021 - complete	Sara Storey
- Tender complete and contract awarded	November 2021 - complete	Sara Storey/ Procurement
- Operational teams started engagement and 'set up' with Imperium (external provider)	December 2021 - complete	Sue Taylor
- Phase 1 delivery started – allocation of priority cases (Care Act assessment) to Imperium	December 2021 - complete	Sue Taylor
- OBC approved	January 2022 - complete	Transformation Board
- Data capture reporting template, including outcomes, financial savings and customer feedback, developed and approved	February 2022 - complete	Sue Taylor/ Project Team
- Processes for Urgent, Safeguarding and Reviews and Reassessment, including quality assurance developed and approved	February 2022 - complete	Sue Taylor/ Project Team
- First performance report presented to ASC Transformation Programme Board	February 2022 - complete	Sue Taylor
- Project PID developed including, evaluation of Phase 1, lessons learnt, next steps and Phase 2 delivery	March 2022	Richard Groves <sup>7</sup>

# Strengths based reviews and Occupational Therapy led prevention Project Plan

Project Plan - Phase 2		
Milestones	Date	Action Lead
- Resolve OT resource issue	March 2022	Richard Groves
- Phase 2 delivery started - Identified 150 cases for Strength Based Reviews from the Community Review Team	February 2022	Richard Groves
- Allocate the reviews	February to April 2022	Emma Lissett
- Develop processes and evaluate	April 2022	Richard Groves
- Develop a plan for the next stage of allocation	May 2022	Richard Groves



# Project Milestones

Strategic Milestones	Completion Date
Delegated decision approved to procure external provider	September 2021
Phase 1 delivery started – allocation of priority cases (Care Act assessment) to Imperium	December 2021
First performance report presented to ASC Transformation Programme Board	February 2022
Project PID developed including, evaluation of Phase 1, lessons learned, next steps and Phase 2 delivery	March 2022
Phase 2 delivery started	February 2022

# Project Tasks and Resourcing

Resources supporting the project	Officer
Business Lead	Sue Taylor
Business Lead	Richard Groves
Transformation Delivery Lead	Gurdish Sandhu
Team Manager for strength based review team	Emma Lisset
Senior Practitioner	Jane Kirk
Senior Practitioner	Serena Saletti
Finance Lead	Hayley Mason
Performance Lead	Emma Stow
Programme Manager	Helen Carlin
Senior PMO Analyst	Amy Hurl
PMO Analyst	Ruairi Meyler
Business Analyst	Heather O'Neill
Business Analyst	Niall O'Neill

# Project Stakeholders

Name	Role	Interest in Project	Stakeholder management approach
Sara Storey	Director of Adult Health and Social Care	Sponsor	N/A
Councillor Williams	Portfolio holder for Adults and Health	Portfolio Lead	ASC Programme Board
Imperium	Supplier	Supplier	TBC

# Project Risks and Issues

Ref	Description	Date Logged	Resolution Date	Owner	RAG	Mitigating Actions
<b>SBR001</b>	The reviewing activity may not yield the level of financial savings expected	February 2022	Ongoing monitoring	Richard Groves/Emma Stow	A	Establish performance monitoring systems
<b>SBR002</b>	The external supplier may not deliver the expected quality, outcomes or volume	February 2022	Ongoing monitoring	Richard Groves	G	Ongoing quality assurance incorporated within the review and reassessment process and being delivered
<b>SBR003</b>	There is insufficient capacity to carry out the transformation programme as well as all statutory duties.	February 2022	Ongoing monitoring	Richard Groves	A	The external supplier is supporting project delivery. OT resource capacity being resolved
<b>SBR004</b>	Workforce might not have required skills	February 2022	Ongoing monitoring	Sara Storey	G	Review skill mix and staff responsibilities across teams
<b>SBR005</b>	Insufficient homecare capacity	February 2022	Ongoing monitoring	Sara Storey	R	Work with ICS and voluntary sector to seek alternatives to support citizens Recruitment and retention to support care workforce

# Project Dependencies

The project is dependent on / has a dependency to	The impact of this dependency is	The approach to managing this dependency is
Homecare provision	Sufficient home care is required to support independence and less reliant on more costly long term provision	NCC working alongside integrated care system partners to resolve provision issues
Imperium's ability to resource agency workers	Suitable and sufficient workers required to carry out strength based reviews and OT led assessments	Frequent meetings with Imperium to resolve capacity issues