

HEALTH AND WELLBEING BOARD - 25 MAY 2016

Title of paper:	The contribution of Opportunity Nottingham to the delivery of Nottingham City Health and Wellbeing key strategic aims		
Director(s)/ Corporate Director(s):		Wards affected: All City Wards	
Report author(s) and contact details:	Mark Garner –Project Manager, Opportunity Nottingham Dave Smith – Service Director, Framework Grant Everitt – Opportunity Nottingham Learning and Evaluation Lead		
Other colleagues who have provided input:			
Date of consultation with Portfolio Holder(s) (if relevant)			
Relevant Council Plan Key Theme:			
Strategic Regeneration and Development			<input type="checkbox"/>
Schools			<input type="checkbox"/>
Planning and Housing			<input type="checkbox"/>
Community Services			<input type="checkbox"/>
Energy, Sustainability and Customer			<input type="checkbox"/>
Jobs, Growth and Transport			<input type="checkbox"/>
Adults, Health and Community Sector			<input checked="" type="checkbox"/>
Children, Early Intervention and Early Years			<input type="checkbox"/>
Leisure and Culture			<input type="checkbox"/>
Resources and Neighbourhood Regeneration			<input type="checkbox"/>
Relevant Health and Wellbeing Strategy Priority:			
Healthy Nottingham - Preventing alcohol misuse			<input checked="" type="checkbox"/>
Integrated care - Supporting older people			<input type="checkbox"/>
Early Intervention - Improving mental health			<input checked="" type="checkbox"/>
Changing culture and systems - Priority Families			<input checked="" type="checkbox"/>
Summary of issues (including benefits to citizens/service users and contribution improving health & wellbeing and reducing inequalities):			
<p>Opportunity Nottingham is a partnership of statutory and voluntary sector agencies led by Framework and chaired by Jane Todd. It is a £9.8m programme funded by the Big Lottery. Both Nottingham City Council and the City Clinical Commissioning Group are Board members and key strategic partners.</p> <p>Opportunity Nottingham has two key aims:</p> <ul style="list-style-type: none"> • Service Delivery: To engage and work with the most chaotic and complex people in Nottingham City that have multiple complex needs, defined as three out of the four of mental ill health, offending, substance misuse and homelessness. • System Change: To make changes to the way the needs of individuals with multiple needs are met in the system at delivery, strategic and commissioning levels. <p>The service helps people engage with existing services, and works with partners to learn and make changes to deliver sustainable change to address the health and wider needs of a very vulnerable group. There are 159 beneficiaries currently engaged with Opportunity Nottingham.</p>			

Opportunity Nottingham works to improve outcomes for a group which experiences stark health inequalities. As well as poor mental health, many of the beneficiaries have extremely poor physical health directly associated with their long histories of lifestyle 'choices'. Many beneficiaries are at risk of premature death due to their chaotic lifestyles and chronic ill health. Of all of the 12 programmes running across the country, Nottingham's partnership is working with some of the highest levels of need and risk so will have much to offer in terms of learning and impact.

Recommendation(s):

1	<p>Opportunity Nottingham's success rests on the support of its partners. The Health and Wellbeing Board are asked to become a key route of accountability for both the City Council and the Clinical Commissioning Group in ensuring that they support and deliver the key aims of the Opportunity Nottingham programme, specifically:</p> <ul style="list-style-type: none"> • System change • Meaningful Beneficiary involvement • Embracing closer joint working • Embedding the aims and principles across commissioned City services • Publicising, sharing & adopting learning and best practice • Participating in the local evaluation
2	<p>The Board is asked to take full account of the needs of people with multiple complex needs when commissioning services.</p>
3	<p>The Board recognises the needs of people with multiple and complex needs in the Health and Wellbeing Strategy – the inclusion of the Vulnerable Adults Plan is an opportunity to focus on a group with particular vulnerabilities.</p>
4	<p>The Board notes the aims of the Practice Development Unit and fully supports its development and delivery by encouraging attendance and involvement across a full range of partners and agencies.</p>
5	<p>The Board is asked to identify areas of learning, evaluation and outcomes that they would like Opportunity Nottingham to explore and report upon, in order to help inform future City strategies and service delivery.</p>
6	<p>The Board supports and facilitates data and information sharing with partner agencies.</p>

How will these recommendations champion mental health and wellbeing in line with the Health and Wellbeing Board aspiration to give equal value to mental health and physical health ('parity of esteem'):

89% of the beneficiaries on the case load currently have mental ill health as an identified issue. For women on the programme the number is 100%. The vast majority of these beneficiaries are not currently engaging in any form of meaningful, structured treatment with mental health services.

Homelessness, offending and substance misuse are widely linked to poor physical and mental health.

1. REASONS FOR RECOMMENDATIONS

- 1.1 Opportunity Nottingham is a unique opportunity to improve outcomes and services for a group of people that too frequently have a high call on health and related services for many years, yet experience little benefit. Its success depends on the organisations that comprise it, many of which are part of the Health and Wellbeing Board. Most organisations are active participants – support at Board level will enable the good work to continue and improve engagement in other areas.

The focus on and resource for learning and evaluation is an opportunity to improve outcomes and services, and reduce costs. These could translate to other vulnerable groups. The Board can shape and inform this learning to ensure it is relevant to their work.

- 1.2 Sustainable change, or 'system change', will only be possible if partners learn and adapt – without this the benefits will only last for the duration of the project. To better support this, Opportunity Nottingham is resourcing a Practice Development Unit for front line workers from all related services to provide development and a legacy for the City.
- 1.3 Opportunity Nottingham is part of a high profile, national programme. The successful bid to deliver the service has helped to secure substantial investment and funding in the City. The success of the programme is likely to help the City to secure future funding and grow its reputation.

2. BACKGROUND (INCLUDING OUTCOMES OF CONSULTATION)

- 2.1 Opportunity Nottingham is a Partnership, consisting of a range of statutory and voluntary sector agencies including Nottingham City Council, Nottingham City CCG, Nottinghamshire Police and Nottinghamshire Healthcare Trust.
- 2.2 The national programme was funded in response to increasing recognition that many treatment and support services are inaccessible to, and do not meet the needs of people with multiple complex needs. This generates a disproportionate amount of costs across a range of services including Accident and Emergency departments, criminal justice services, homelessness provision, substance misuse services, hospital admissions. They are also responsible for generation of costs associated with crime and anti-social behaviour.

The programme has a number of core concepts of direct relevance to the Board. The success of the programme could generate learning that could usefully be adopted in other areas.

System change

The programme aims to achieve widespread and wholesale change in the way that local services are designed, commissioned and delivered. Work to date includes testing the impact of greater involvement of people with lived experience in designing, commissioning and performance monitoring drug and alcohol services. It is also funding and establishing a Practice Development Unit for all City partners and front line services. This will provide a forum for the sharing of joint working and best practice in relation to working with people with multiple complex needs. We have been working with a national charity to promote the needs of this group with policy makers.

Meaningful beneficiary involvement

Opportunity Nottingham places meaningful beneficiary (service user) involvement at the heart of its programme. Beneficiaries are involved in every aspect of project development, recruitment and delivery through the Expert Citizen Group. Opportunity Nottingham employs three Beneficiary Ambassadors in paid posts. These are people with direct experience of using front line services themselves. Their presence ensures that the voice of lived experience is fully represented across the whole programme. Many organisations aim to promote individual choice and strengthen engagement – we believe there is still a need to share learning on what this means in practice for a vulnerable group. This could be done in the Vulnerable Adults Plan of the Health and Wellbeing Strategy.

Learning, evaluation and data

There is a heavy emphasis on learning and evaluation, with both a national and local evaluation in place. As the programme progresses, learning and evaluation will be utilised to shape project development and the on-going system change agenda. Opportunity Nottingham collects more than one hundred separate pieces of information about each beneficiary quarterly. This data is available for sharing with City partners to help inform best practice and future service design.

Innovative working and earlier intervention

Opportunity Nottingham is testing the impact of:

- Support that it is not time limited
- Working on the issues that are important to the beneficiary
- Giving them choice in how their support is delivered
- Working at their pace

In taking time to better understand the individual it will gather important information on why and how issues have been allowed to escalate. National studies have already identified a high incidence of adverse childhood events amongst similar groups.

Benefits of the programme to Nottingham City

If successful, the Opportunity Nottingham programme will lead to wide ranging benefit including:

- A reduction in costs across a range of providers and services
- Reduction in crime and antisocial behaviour amongst this beneficiary group
- Preventing alcohol misuse,
- Providing better integrated health & social care services
- Meeting the needs of the most vulnerable groups in the City
- Joint commissioning and joined up provision
- Building on evidence to improve health and wellbeing
- The Nottingham 2020 plan to reduce hospital admissions and the proportion of adults with poor mental health
- Early intervention plans to improve mental health and acknowledge the factors that have a negative impact on mental health

Whilst the project is still at an early stage we have already identified:

- It is often necessary to spend long periods building trust with beneficiaries before they will begin to positively engage with services.
- Increasingly non-supported, mainly private sector, accommodation is the only housing option for beneficiaries– but without housing related support this type accommodation can present risks to vulnerable beneficiaries.
- Headline data suggests that people with complex and multiple needs are 80% White British men. However the full extent of need amongst BAME groups and women is often hidden. Opportunity Nottingham is developing creative ways to meet the needs of these groups.

3. OTHER OPTIONS CONSIDERED IN MAKING RECOMMENDATIONS

3.1 Strategic support is required in order to make effective and sustainable change to service delivery and commissioning. This will create the environment for organisations to test new approaches and respond to learning.

4. FINANCE COMMENTS (INCLUDING IMPLICATIONS AND VALUE FOR MONEY/VAT)

4.1 Funding for the programme is already in place and so no financial contribution will be required from the Board or key partners, outside of a commitment of time to support project delivery and attendance at the Practice Development Unit.

4.2 The programme should prove to be of financial benefit to the city through a reduction in costs across a range of services including:

- Reduced hospital admissions
- Attendance of accident and emergency
- Time spent in prison and Police custody
- Reduced levels of offending and anti social behaviour
- A reduction in repeat homelessness
- A reduction in premature deaths

5. LEGAL AND PROCUREMENT COMMENTS (INCLUDING RISK MANAGEMENT ISSUES, AND LEGAL CRIME AND DISORDER ACT AND PROCUREMENT IMPLICATIONS)

5.1 A number of services within the project are sub contracted via a process of competitive tender. Contracted services are commissioned with support of the Nottingham City Council procurement team and therefore all tenders adhere to their City Council standards.

6. EQUALITY IMPACT ASSESSMENT

6.1 Has the equality impact of the proposals in this report been assessed?

No



An EIA is not required because:

(Please explain why an EIA is not necessary)

A full equality and diversity plan and assessment was submitted to the Lottery as part of the bid in 2013.

Yes

Attached as Appendix x, and due regard will be given to any implications identified in it.

7. LIST OF BACKGROUND PAPERS OTHER THAN PUBLISHED WORKS OR THOSE DISCLOSING CONFIDENTIAL OR EXEMPT INFORMATION

7.1 Opportunity Nottingham System Change Plan

7.2 Opportunity Nottingham Business Plan

8. PUBLISHED DOCUMENTS REFERRED TO IN COMPILING THIS REPORT

8.1 Nottingham City Health and Wellbeing Strategy 2013 – 16

8.2 The Nottingham 2020 Plan

8.3 The Nottingham Vulnerable Adults Plan