

**REPORT OF THE DEPUTY LEADER AND CABINET MEMBER,
TRANSFORMATION****THE COUNCIL'S PREVENTION AND EARLY HELP APPROACH –
SUPPORTING A RESILIENT, HEALTHY NOTTINGHAMSHIRE****Purpose of the Report**

1. This report proposes a framework within which Council services will operate to deliver on the Council's continued commitment to prevention and early help. The report outlines how this aligns with wider partnership commitments and describes key principles to underpin a whole Council approach to prevention and early help.
2. This is a Key Decision because it will have significant effects on two or more electoral divisions.

Information

3. The Nottinghamshire Plan articulates the Council's vision for a healthier, more prosperous, and greener future for everyone, and the ambitions and approach which underpin this vision. To deliver on the vision and ambitions, the Council is committed to prevention and early help in its widest sense. In this paper, the term prevention will be used to refer to support designed to stop a need or problem emerging in the first place. The term early help will be used to refer to support that is aimed at halting the development of a need or problem that is already emerging. Whilst many Nottinghamshire County Council services have already adopted preventative approaches, the Council is seeking to embed a consistent, whole-Council framework, within which all services should operate. This framework is captured in the six key principles described in this report.
4. To fulfil the Council's vision of a County where everybody can thrive, all the right building blocks of health need to be in place, such as good local access to transport, healthy food and green spaces, stable jobs, quality housing and good education. The biggest impact the Council can have on prevention now and in the future is to strengthen these building blocks and to address gaps where these are missing.
5. The Council's approach will continue to create a more effective and integrated offer for residents. Working collaboratively with partners to deliver shared partnership commitments, as outlined in the Joint Health and Wellbeing Strategy, the Council will ensure that it is making best use of resources and offering joined-up services, closer to the communities it serves. The Council will seek to improve the network of proactive support for people and to maintain,

support and grow the assets (e.g. voluntary and community-based organisations) in communities.

6. The Council is proud of what it has achieved so far and will continue to invest in prevention and early help as the foundations of its approach to organisational change, transformation and service improvement. A focus on prevention will underpin the cross-Council work being delivered through the corporate transformation programmes.
7. This approach is central to delivering an efficient, effective and sustainable Council for the future and is at the heart of transforming what and how the Council delivers for the people and communities of Nottinghamshire.
8. To continue to deliver an effective prevention and early help approach the whole Council will embed key principles. They are:

Principle 1 - Data and insight will inform how the Council prioritises the allocation of its resources, in proportion to need, addressing inequalities and ensuring the Council has the greatest impact for the most disadvantaged communities.

9. A key achievement is the introduction of Local Area Coordinators who are now in post, based across five different localities across the county. The Local Area Coordinators support a population of approximately 10,000 people within each of these locations as a test and learn pilot programme until March 2025. The Council is expanding the pilot of the Local Area Coordinators, with five additional Local Area Coordinators currently being recruited, working with partners across the Place Based Partnerships to identify localities to widen the test and learn pilot through to March 2025. A full evaluation of the test and learn pilot will be undertaken to understand the impact of this work, alongside other community based early help and support roles.
10. Cabinet are asked to support continued engagement with partners to review and redesign the early help offer for children and families. This will build on existing commitments to progress family hub network design sites in Retford, Hawtonville in Newark and Sutton in Ashfield, as agreed by the Children and Young People's Committee in December 2021; with proposals for full roll out due to be discussed at Cabinet in November 2023.
11. As part of this redesign, Cabinet are invited to agree a pilot programme of work to trial a more collaborative and place-based approach, working with partners in five initial places across the county, to test new approaches to partnership delivery. They are Carlton-in-Lindrick (Bassetlaw), Manton in Worksop (Bassetlaw), Hawtonville (Newark & Sherwood), Boughton (Newark & Sherwood) and the Oak Tree/Bellamy estates (Mansfield). The Council are actively engaging with partners and community representatives to develop plans for these five areas, and projects will be brought forwards over the next three to six months to bring integrated and tailored services closer to these communities. This will:
 - see the Council bring forward plans to deliver a family hub network for the Oak Tree estate, with delivery planned by April 2024. A report will be presented to Cabinet in November 2023, to agree in principle two additional family hub design sites (including Oak Tree) and to agree to begin statutory consultation required to progress this.

- bring community venues back into use or adapt existing buildings to better meet the needs of communities, looking to co-locate and provide targeted outreach services in priority places,
- generate options to integrate service delivery to avoid duplication and maximise the impact of partnership investment in communities, or explore the joint commissioning/delivery of tailored services, where the Council and partners identify needs that are not currently being met by existing partnership services,
- test and learn from new approaches to working with partners to provide the right help, at the right time, in the right place – for example, trialling a team around the school approach, which wraps multi-agency family support around a child's day to day interactions with their school, to identify and meet needs as early as possible.

Principle 2 - The Council will be person-centred and strengths-based, so that services work with people to build on their strengths and promote their independence.

12. To embed the Council's person-centred and strengths-based approach, the Adult Social Care and Health department have already changed the way that they work with people accessing services, to build on individuals' independence, resilience and people's ability to make their own choices. This helps to build people's skills and a network of wider support to help them to live the best life they can, whilst reducing reliance on long-term care. Between September 2022 and March 2023, the number of people connected to a community group or the voluntary sector as part of their support offer increased by 32 per cent.
13. To develop this further, Cabinet are asked to support the Council's further engagement to improve its collective response to people with severe and multiple disadvantage (SMD) who experience some of the poorest outcomes in the population. This includes people who have experienced homelessness, substance use, domestic abuse, mental ill health and other disadvantage. The Council will **work together with statutory and voluntary sector partners, and people with lived experience, to find more effective ways to support people with SMD. This work will propose new ways of working to move from crisis response to upstream early intervention. This will better support recovery, independence, and improved health outcomes. The Council will build** on the recent success in attracting long term investment from the Integrated Care Board (ICB) into a new Integrated Clinical SMD team, which will improve health outcomes for people with SMD and those who are alcohol dependent.

Principle 3 - The Council will listen to people and communities as it develops the preventative and early help offer, so that their design is shaped by the people who will use the Council's services.

14. The Council leading the way in work to ensure the voices and views of people accessing the Council's services are heard. In particular, the Adult Social Care and Health department has made considerable progress in this area, publishing a plan for working with people called Better Together. Recently, colleagues from Adult Social Care and Health have been undertaking a 'Big Conversation' and have listened to people to understand how well the Council supports them to have a good life. The Big Conversation report has now been published and will be used to drive continuous improvement in adult social care services.
15. The development of family hub network design sites is led by the findings of co-production activities with local families and wider stakeholders. Each design site is initiated with public

consultation, followed by targeted co-production activities with parents/carers and children and young people. The co-production work in Retford family hub network design site has been highlighted as an example of good practice by the National Centre for Family Hubs.

Principle 4 - The Council will make information, advice and support more accessible, so that people can find the right help, at the right time and in the right place. The Council believes that the right help is proportionate and enables people to maintain their independence and build resilience. The Council believes the right time is as early as possible, to prevent needs escalating. The Council believes the right place is usually close to people's homes, in their communities and neighbourhoods.

16. The Council's relatively stable financial position means that it has continued to invest in services, like children's centres and young people's services, that help children get the best start in life, support parents, give young people safe places to go and that identify needs early and prevent them getting worse. Building on the current children's centre offer, the Council is introducing new family hub networks across the county, designed and delivered with partners, communities and families. The first family hub network was launched in Retford in April 2023, and the Council is committed to family hub developments in line with the Council Plan. . During 2022-23, the Young People's Service supported 12,623 individual young people to engage in a range of fun, safe and high-quality positive activities and opportunities with a trusted youth worker. In 2022-23, the Children's Centre Service worked with 10,802 families who accessed targeted interventions and support with the largest cohort of families having a child under the age of 1.
17. Cabinet are asked to support prioritisation of work to improve the platforms through which people can access information, advice and guidance and the quality and accessibility of the information available. This will make more, high quality and up to date information and support available online and through digital platforms, so that more people can easily self-serve at a time and place that is convenient for them.

Principle 5 - The Council will work together with its partners, so that people experience a more joined-up offer and so that the Council can make the best use of resources by reducing duplication and maximising opportunities of service integration and/or co-location.

18. The Council is ambitious to continue its ongoing work to improving the help available to people struggling with their mental health and wellbeing, or who are at risk of self-harm and suicide. The Council has seen a 35 per cent increase in Mental Health Act assessments in the last 12 months and are working with partners to integrate and co-locate services for adults requiring mental health support, so that the Council is able to work together to prevent crises and provide early, effective support.
19. Cabinet are asked to endorse the development of a Joint Strategic Needs Assessment (JSNA) chapter on adult social care prevention. This will inform the adult social care prevention commissioning framework, work with Place Based Partnerships to understand how we are all investing in community-based preventative roles and to make sure we have an efficient and effective network and pathway of support available in communities.

Principle 6 - The Council will help people to access the opportunities that Nottinghamshire offers, so that they can access the education, training or employment to achieve their ambitions and help the economy to prosper.

20. The Council are actively supporting people, places and communities, responding to the impacts of cost-of-living increases and have successfully delivered over £11million of household support funding to over 40,000 households. The wider Local Communities Fund awarded almost £1.2million to over 90 voluntary and community groups in 2022/23 and supported 110 young talented athletes to develop their elite sporting skills. The Council also awarded £500,000 of capital funding to 54 local community groups to help them improve local facilities for residents. In addition, over 100 community groups shared £250,000 to help them support people to manage with energy and food costs.
21. Cabinet are asked to support continued engagement with the Council's partners to bring together initiatives aiming to strengthen the building blocks for good health and wellbeing, working together to improve how we deliver good homes and housing, prioritise health in the local planning of towns and neighbourhoods, improve access to employment and skills opportunities and grow and support community-based organisations. The Council will work closely with District Councils and other partners, making the most of the opportunities presented by devolution and the Levelling Up Partnerships in Mansfield and Bassetlaw, to improve infrastructure, attract further investment and grow the economy and prosperity.
22. Cabinet are asked to endorse further work to develop libraries as community and learning hubs, working in partnership with Inspire. The Council will work with Inspire to develop options for libraries as community, cultural and learning hubs. Libraries will provide a range of events, courses and activities that are accessible in local communities and affordable for everyone and, will support young children to develop language, reading and motor skills. Libraries will embed a 'Making Every Contract Count' (MECC) approach to ensure people and communities have access to brief advice and information on a range of prevention services that matter to them.

Other Options Considered

23. Do nothing – this option has been discounted as this would not achieve the vision and ambitions as outlined in the Nottinghamshire Plan. It would also mean that the Council is not able to respond to meet the identified needs of the people and communities of Nottinghamshire.

Reasons for Recommendations

24. If approved, these recommendations establish a set of Council-wide principles that create greater coherence and consistency in the Council's approach to prevention and early help. Cabinet support for the further actions outlined will enable the Council to continue to work with partners and will help us to achieve the strategic vision and ambitions, as outlined in the Nottinghamshire Plan.

Statutory and Policy Implications

25. This report has been compiled after consideration of implications in respect of crime and disorder, data protection and information governance, finance, human resources, human

rights, the NHS Constitution (public health services), the public sector equality duty, safeguarding of children and adults at risk, service users, smarter working, sustainability and the environment and where such implications are material they are described below. Appropriate consultation has been undertaken and advice sought on these issues as required.

26. The Council's prevention approach will seek to advance equality and equity of opportunity and outcomes. By working with partners to target those communities with greatest needs, the Council seeks to improve outcomes for the people who live there, including those with protected characteristics.
27. Working closely with NHS partners is central to the Council's approach to prevention. The Council's approach will support delivery of the Council's public health duties, supporting delivery of the Health and Wellbeing Strategy and will be support delivery of the vision, principles and values outlined in the NHS constitution.
28. Prevention and early help underpin the Council's ability to safeguard children and adults at risk, by ensuring the delivery of early and preventative help to stop needs escalating and by helping people to live safe, happy and independent lives.

Financial Implications

29. The commitments outlined in this report can be met within existing budgets or will be subject to further decisions in line with the Council's constitution.

Implications in relation to the NHS Constitution

30. Working closely with NHS partners is central to the Council's approach to prevention. The Council's approach will support delivery of the Council's public health duties, supporting delivery of the Health and Wellbeing Strategy and will be support delivery of the vision, principles and values outlined in the NHS constitution.

Public Sector Equality Duty Implications

31. When making decisions the Council must have regard to its public sector equality duty. The Council has a duty to advance equality of opportunity between people who share a protected characteristic and those who do not by thinking about the need to:
 - a. Eliminate unlawful discrimination, harassment and victimisation
 - b. Advance equality of opportunity and foster good relations between people who share protected characteristics and those who do not.

Safeguarding of Children and Adults at Risk Implications

32. Prevention and early help underpin the Council's ability to safeguard children and adults at risk, by ensuring the delivery of early and preventative help to stop needs escalating and by helping people to live safe, happy and independent lives.

RECOMMENDATIONS

Cabinet are asked to:

- 1) Note the alignment of the Council's ambitions around prevention and early help, as articulated through the Nottinghamshire Plan, with wider partnership ambitions outlined in the Joint Health and Wellbeing Strategy and the Integrated Care Strategy.
- 2) Agree the key principles as set out in the report.
- 3) Agree a pilot programme of work to trial more collaborative and place-based approaches with partners in five initial places across the county, as outlined at paragraph 11.
- 4) Endorse and support further actions outlined in paragraphs 10, 13, 17, 19, 21 and 22.

COUNCILLOR BRUCE LAUGHTON DEPUTY LEADER AND CABINET MEMBER, TRANSFORMATION

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Constitutional Comments (CEH 04.09.2023)

33. Cabinet has the remit to consider the report and recommendations.

Financial Comments (KRP 29/8/23)

34. There are no direct financial implications arising from the recommendations in the report. As set out, any additional budget requirements will need to be subject to further approvals as required.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- The Nottinghamshire Plan
- The 2022/23 Nottinghamshire Plan Annual Report
- The 2023/24 Annual Delivery Plan
- Implementing Family Hubs in Nottinghamshire – report to Children and Young People's Committee on 13th December 2021
- Early Help Strategy 2021-25 (published by the Nottinghamshire Safeguarding Children Partnership)

Electoral Division(s) and Member(s) Affected

- All