



# **The Opportunity Nottingham Practice Development Unit – final evaluation report**

Jennie Fleming

February 2019

## **Introduction**

Practical Participation was commissioned by Nottingham Community and Voluntary Service (NCVS) to undertake an external evaluation of the work of the Practice Development Unit (PDU). The evaluation is being undertaken by Jennie Fleming of Practical Participation ([www.practicalparticipation.co.uk](http://www.practicalparticipation.co.uk)).

## **The Practice Development Unit**

The PDU is run by NCVS in partnership with Opportunity Nottingham. Opportunity Nottingham is part of the National Fulfilling Lives (Supporting People with Multiple Needs) Programme and is Big Lottery Funded until 2022. The programme aims to improve the lives of people with multiple and complex needs (defined as Homelessness, Mental ill-health, Substance Misuse and Offending) through directly delivering services and achieving system change.

The aims and objectives of the PDU are:

- Improve the skills and knowledge of professionals working in the field of multiple and complex needs
- Facilitate the sharing of expertise, good practice and resources across sectors
- Promote and facilitate collaborative learning across sectors
- Create opportunities for promoting innovation and working practices across the city
- Improve outcomes for beneficiaries through contributing to system change and increased coordination and collaborative working between agencies

The PDU is managed by a co-ordinator who has set up a series of learning events aimed at people working with those with complex needs in Nottingham. The topics are selected by the Co-ordinator based on issues raised in conversations and meetings with those in the sector.

The PDU also has an on-line platform, or hub, where details of up and coming events are posted as well as materials (e.g. PPT slides, or reports) from presenters are available. The website is also becoming a resource bank for practitioners with additional materials available arranged both by work stream and alphabetically.

## **The evaluation approach**

At the start of the project in Oct 2017 the PDU Project Co-ordinator had created Survey Monkey surveys to send to participants a short while after a learning event. Once appointed, the evaluator worked with the Co-ordinator on the survey, to create as far as possible a survey that was comparable for all the events. The surveys include some common questions, and some relating to the specific outcomes of the event. The surveys all include some open questions and cover the following broad areas:

- Change in understanding in awareness or confidence in addressing an issue
- Change in knowledge
- Sharing and disseminating information
- Links with other organisations and collaboration
- Change in how work

This is a qualitative and quantitative evaluation seeking the views and opinions of those who have attended PDU events and also those who have facilitated events, Beneficiary Ambassadors and members of the PDU Steering Group. There have been two main periods of information collection by the evaluator. The first took place in the summer of 2018 and the second in January 2019. This evaluation has reviewed surveys after learning events (58), 36 follow up survey specifically created for the reports (7 completed in June 2018 and 29 in Jan 2019). The follow up survey was circulated widely on both occasions - via email to all people who had attended learning events, in a PDU newsletter and the NCVS e-bulletin. The surveys have been deliberately created to be quick and easy complete, at the expense of gaining detailed feedback. Telephone interviews were undertaken with a selection of people who have attended more than one learning event (16). In Jan 2019 telephone interviews were also undertaken with six members of the Steering Group – two of whom are Beneficiary Ambassadors<sup>1</sup>, and 3 who had also facilitated learning events. Three further event facilitators and the PDU co-ordinator were also interviewed. The evaluator has also attended two PDU events to understand better the work of the Unit and talk informally with people to help frame the survey questions. This combination of methods is intended to bring breadth and depth to the data.

This report focuses on the cross-cutting themes relating to all the work of the PDU, it is not an evaluation of individual events. As part of the analysis of the evaluation data the evaluator met with six Expert Citizens<sup>2</sup> in June 2018 and three in February 2019 to review actions people have taken and comment on the potential impact of them for service users. Their contributions are integrated in each relevant section.

The quotes attributed to people throughout the report come from the open questions in the surveys and the telephone interviews. Detailed notes were taken during the telephone interviews and typed up straight away.

The response rate for the event surveys is variable, but often low. A low response rate is to a degree inevitable. The surveys are aiming to establish learning, use of knowledge and effect on working practise and so time needs to lapse after the event for this to happen. However, it does mean that response rates are lower than for purely ‘satisfaction surveys’

---

<sup>1</sup> Beneficiary Ambassadors are employed by Opportunity Nottingham and bring the voice of lived experience to the project. They have extensive knowledge in the area of multiple and complex needs. Beneficiary Ambassadors work very closely with our Expert Citizens. They support a regular Expert Citizens meeting (mixed gender and female only), and ensure that ideas and feedback are listened to and used to inform the delivery of the project.

<sup>2</sup> Expert Citizens are Beneficiaries of Opportunity Nottingham who feel ready and able to get involved and have their say. Expert Citizens can do as little or as much as they want to, including: giving suggestions about policy and practice change, talking about their experiences at events and helping with the development of training.

which would be completed at the end of each event. This is to some extent compensated for by the telephone interviews seeking more in-depth responses from a selection of participants.

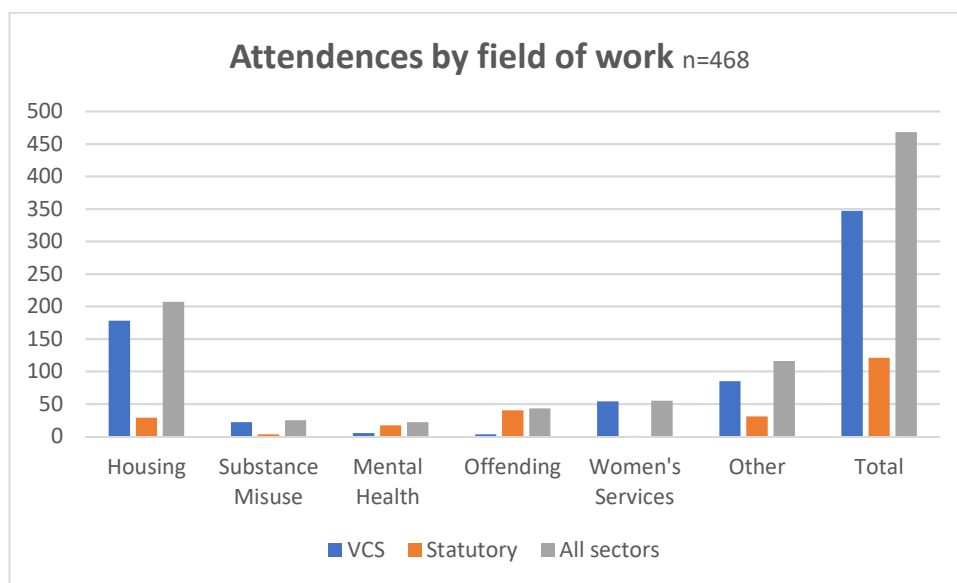
The variable response rate for the surveys means care is needed in generalising from the data, and significance cannot be drawn beyond the group who took part in the evaluation.

This final report builds on and adds new data to the interim report produced in July 2018. It uses a similar structure. Figures have been updated to include all participants, and additional information and findings integrated as appropriate.

## The evaluation findings

### Who has attended PDU events?

Between Oct 2017 and Jan 2019, the PDU has run 19 Learning events, in addition there have been a number of Community of Practice meetings too. A total of 291 individuals have made 468 attendances, with a number of people attending between 2-4 separate events. The data is collected by the PDU Co-ordinator on attendances – not individuals.



Of the 468 attendances, the majority (74%) are from the voluntary sector and 26% are from the statutory sector. Participants were asked to identify what is the main focus of their work, though inevitably many people work affected by all the issues facing those with complex needs. Across both sectors the majority of the attendances are from people working in housing (44%). 12% said they worked in women’s services, 9% in offending, 5% in mental health, 5% in substance misuse and 25% indicated ‘other’ (comprising organisations such as Futures Advice, the Arimathea Trust, the Children's Society, Improving Lives, NCC Community Engagement teams and Pohwer which don't fit the PDU or ON categories). There has been a slight increase in the percentage of attendances from statutory agencies since the interim report in July 2018 (22% to 26%), the percentages from each field of work are similar.

The Co-ordinator has also set up three groups - 'Communities of Practice' – which focus in more detail on specific issues. These are on-going groups, rather than one off events, aiming to enable more in-depth discussion, reflection, on-going consideration of issues and support practice development. There have been four sessions of the Service User Involvement Community of Practice (CoP) attended by 6 - 9 people each time; one session of the Housing First CoP with 18 attendees and 10 booked on to the next session planned for February. The Care Act CoP had two sessions with 12 participants each time.

From the final report surveys the most frequently mentioned way of hearing about the PDU events was word of mouth (13/27), followed by Newsletter (6/29) and the online platform (6/29).

The PDU on-line platform or hub has 192 registered users. 70% of these are from the voluntary sector, 26% from the statutory sector and 4% from the private sector. In the final survey only 38% (11/29) of respondents were aware of the hub. Just four of the eleven who had heard of the hub said they had used it.

### **What people have gained from attending the PDU learning events**

This section combines the data collected after each individual event to give an overall impression of the impact of the events on innovative working and collaboration between agencies and workers within the field of multiple and complex needs.

Initially the questions in the survey for each event were slightly different, making comparison across all events on all questions difficult. However, it is possible to combine data in the following broad areas:

- Change in understanding, awareness or confidence
- Change in knowledge
- Sharing and disseminating information
- Links and collaboration
- Change in how work

#### Change in understanding, awareness or confidence

With regard to whether the event had improved their understanding of a topic just under half (48%) of event survey responses said they had a much greater understanding of the topic than previously, 36% that they had some additional understanding and 15% said the event had confirmed their previous understanding. Just 1% (1 person) said they had had no greater understanding of the topic (n=75).

With regards to increasing awareness of the issues (such as causes of trauma, Housing First), 30% said they felt they had much greater awareness, 46% some additional awareness and 22% that the event had confirmed their existing awareness. Just 1% (1 person) said they had had no additional awareness since attending the event.

Most of the people interviewed said they had gained some greater awareness of the issues from coming to the events.

*I definitely have more awareness of the issues, and I can use this in how I approach clients and work with them.*

*As a manager I am not always up-to-date on everything and the Journey through Mental Health system was really useful to me. I have a greater understanding of who things work from that event, that is really useful in my work.*

A Steering Group member felt the learning events were changing the way people think about how they work

*The events are beginning to get people to think about how to work in a way that responds to those with multiple needs, rather than expects them to fit into established organisational systems and ways of doing things. This client group need a different way of working, they are unlikely to fill in forms, use technology, or be able to come to venues new to them and engage in a question and answer type interview for assessments. Learning how to work with this group is critical for many agencies. It is about changing the mind sets, not just developing skills.*

The Expert Citizens considered that these changes would have a positive impact for service users, commenting that workers needed understanding and awareness of things that are happening in their lives and how these might affect them and their behaviour. They commented that workers having a greater understanding and awareness, for example of addiction – its causes and effects would be beneficial. They anticipated that these changes could make the workers more empathetic, more compassionate and less judgemental.

#### Change in knowledge

The interviews asked people whether attendance at a PDU event had resulted an increase in knowledge; whilst not specifically asked in the surveys, some people did made comments about what they had learnt from the events. Many people could identify having gained new knowledge about the topics from coming to the PDU events.

*I have learnt a lot about PIE and SBA, new ways of working... I can try and put into practice in my work.*

*I have learnt specific things about substance use – like how people might present, how substances might affect them. It has also raised my awareness a lot about gender issues.*

*The clarity of the information, that is not available elsewhere. They enabled me to piece things together. I have found value in all of them.*

For others they had gained knowledge about approaches to their work.

*Different ways to talk to people, not being in such a rush, taking more time.*

Some people commented that for them they learnt more from talking with others in the field on the table discussions, rather than the content of the event.

*You always do learn at such events, you are at a table with people who work with the same demographic as you and talking about work.*

For some these discussions were useful in finding out how other agencies worked.

*Some people didn't know exactly how Probation works, and I didn't know about some of the services that people worked for.*

*I have learnt a lot of specific information about who is key in certain processes and a lot about other services. This means I can signpost our tenants there for greater support than we can offer.*

*I found the workshop beneficial as I gained a better idea of the services available and where to signpost clients if they are in need of additional help. It was very useful to meet people from other organisations that attended and learn more about the services they offer.*

A number of people pointed out that the input and discussion at the PDU events, confirmed what they already knew, rather than providing new knowledge. However, they said this was still valuable to them.

*Much of the time it is confirming what we already know – and that is good. To hear people describing good practice and recognising it as what we do it. The PIE ethos we use that anyway. But even if it is mainly confirming things, there are often new bits and pieces too.*

*Also, whilst it wasn't new it was an important reminder to me about being more client focused, taking time when you can to listen to them, be more strength based.*

*Mostly I have been reminded to be more reflective again and to think more before I act.*

*They are really useful, the team all love them! They refresh and update our knowledge on things and give us the confidence we are on the right lines with what we are doing and how we are approaching the work.*

*We have learnt things, but mostly it is refreshing existing knowledge or recognising that we are doing some of these things already. I am not saying we are perfect at all, there is always more to learnt.*

All the people interviewed had been to more than one PDU event and some made comparisons between the events they attended, saying that they had found some more useful than others. A very few people said they had not learnt anything from attending the events, one survey respondent said:

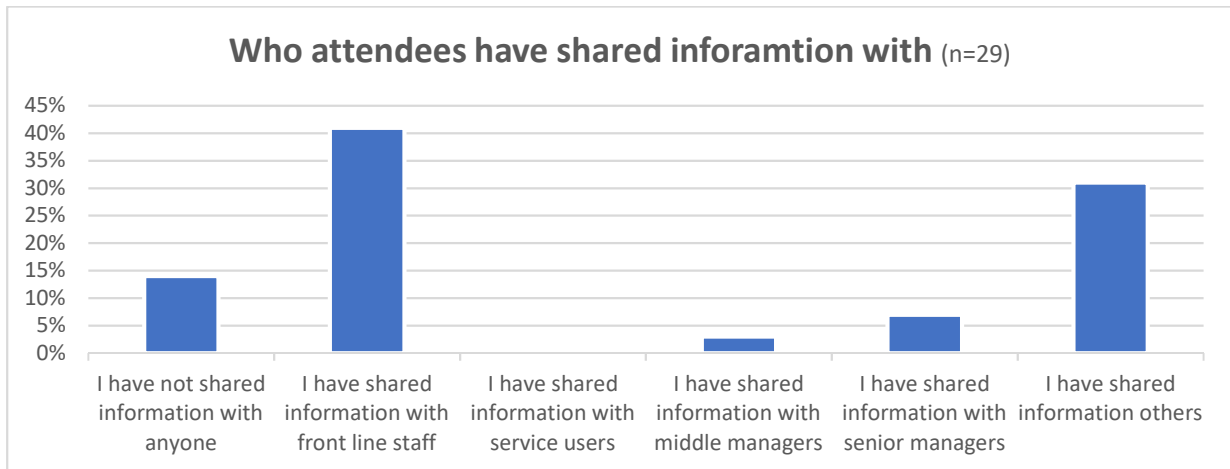
*The PDU event I attended didn't provide any useful skills or information for individuals to use when working with complex needs.*

In discussion with the Expert Citizens they pointed out that workers having up to date knowledge and knowing different ways in which to offer support could improve outcomes for service users as individuals might appreciate different forms of support.

### Sharing and disseminating information

Many of the learning event surveys asked people the question, 'To whom do you plan to disseminate what you have learned at this event?'. Most people expressed an intention to share the information with front line staff (59%), with smaller proportions planning to share it with managers (n=41).

The final report survey asked people who they had actually shared information with following the learning event. The breakdown of how people answered this question is shown in the chart below.



One of the follow-up survey respondents said,

*I attended as part of a wider team, the information has been passed on to the Project Manager in order to influence the way we work in the longer term.*

All those interviewed said they had shared the information with others – mostly commonly mentioned were to colleagues and at team meetings, in addition some said they had shared it with supervisors or discussed in supervision.

*The handouts and presentations I have used myself and also shared with colleagues here. We have a morning briefing and the day after I have been, I have always shared the information with others, as have colleagues who have been to other PDU events.*

*A number of members of the team have been to the PIE workshop. We discussed it all as a team and looked at how to implement the things we had learnt.*

*Sometimes more than one person from the team will go to an event and that is good as you can bounce ideas off one another and push each other to think of how we can change what we do and talk about how to use what we have learnt.*

*During monthly staff meetings I have been able to share resources and useful information gained from the event.*

Some people pointed out the sharing was not one off, but needed revisiting.

*We have shared a lot of things from the PDU across the team. We continually share and follow up with staff. It has to be an on-going thing, it is a change to your whole approach and so needs constant review.*

### **Diversity of participants**

The PDU events aim to engage a diverse group of participants. Many of the interviewees mentioned the diverse group when asked what was good about the events.



*It has been an opportunity to link with other providers in the city – there has been such a range of people at each one. I have made contact with organisations I did not know existed.*

*It is really good to get together with other agencies working in the same area – face to face and hear about what they are doing. It means you know more about places to refer our service users on to or to ask for advice. It is like team building across the city really. You find out more about what others do and how you can best work together.*

*I think they [PDU events] are really positive. Getting people together to work collaboratively and share knowledge and experience. That was what I found the most positive and useful about the events I went to, it was the meeting people from other agencies to make links.*

*There are people from a range of services and I have been to some where probation have been – and the police. So, it is not just the voluntary sector. At the Housing First one, it was good to see people from the council and some councillors there. There is a mixed input.*

*There are always people with different skills and experiences so that is good.*

A few interviewees did not agree.

*Well, let's be honest, most of the people at the events are from Framework – I have still made useful contacts, but it would be good to have people from more agencies there.*

*The ones I have been to have the same faces, so maybe not that diverse. And I knew a number of them already.*

*The group was small and so not very diverse, maybe that was partly why the discussion was not so interesting and positive.*

Some Steering Group members agreed that it would be better if participants came from a wider range of organisations.

*We are lacking engagement across all the sectors within multiple and complex needs, less LA and NHS practitioners come and we need more from offending, substance mis-use, mental health, Community Rehab Company. Housing Aid, for example does not come, but we do not know why, or how to support them attending relevant events.*

Some interviewees from the voluntary sector did comment that they would like more statutory workers to attend the events. They pointed out learning from the events could have an impact on what was available to people with complex need through their Statutory duties, commissioning and funding.

*It is great to have so many voluntary sector organisations there, and some statutory - but it would be super helpful if like Housing Aid came. They have such a big influence on the people we work with – they are the decision makers for the stuff we are dealing with on a day to day basis.*

*It is a good mix. But I think it would be good if people from the Council or Housing, or the Benefits agency and organisations like that came, how they do things has such an effect on the people we work with, I think they should be there to hear about it. There is nothing for some of the people we work with. The effect of cuts has such a profound impact on their lives, I think they [people from statutory agencies] should come and speak with us.*

*I would like to see more of the City's decision makers there – people who work for the councils or elected members. For some of the topics it is all very well us talking about better ways of doing things but for some of them we need to people who can actually influence or indeed make policy or funding decisions to be there. They can't make them come of course, but maybe could give them briefings other events of the issues raised?*

Those involved in the Steering Group of the PDU all mentioned that they would like to engage better with the statutory sector and those providing LA services.

*We have good engagement from the voluntary sector, but it would be good for more statutory workers to be coming. The reason why they are not coming, but also why they need to come are the same. They work in services that are output focused and they have massive workloads.*

Participants from statutory organisations pointed out how valuable it was for them to be at the events and hear the perspectives of the voluntary sector organisations.

*I thought the range of people was a strength. At one of the events people were complaining that no one from the statutory sector came – and yet I was there. It is really important for us to hear the community voices, to know how the issues look from their point of view. It is important for us to be at events with the voluntary sector to hear from them – it can be a gap in our knowledge. Also, it is good for voluntary organisations to see us at such events – to realise that we are concerned about the same things. It cuts both ways, I hope.*

*As a statutory worker I really value going to vol sector events, as you are more likely to find out what is going on.*

Though another statutory worker expressed concern about joining learning events, that they saw as predominantly aimed at the voluntary sector.

*I think as statutory sector workers we need to be careful we do not take over. We now get no training at all with the statutory sector and so have to find learning opportunities where we can, but we do need to be careful we do not take over.*

Some people – both practitioners and Steering Group members - mentioned the need for operational and senior managers to be part of the PDU learning events, because they had a key role in implementing and supporting change across services, and also could facilitate practitioner attendance.

*We need senior strategic support to find a way of supporting practitioner involvement in the events - to promote the PDU and support attendance.*

*We need more buy-in to the ideas and new approaches from a strategic level – people who make the policy framework in which we work. It is all very well me trying to change my practice, but if organisationally that is not supported there always be a limit to what I can do.*

*We seem to be good at engaging with frontline staff, and this is important, but I wonder if a model targeting managers who are in a position to influence the work of their teams, might be more effective?*

## **Links and collaboration**

In the two follow up surveys and the telephone interviews people were asked whether they had actually made contact with anyone they had met at PDU events.

From the surveys just over a third (13/36) said they had done so

*I was able to pass on contact details with other services who I have met at an event such as the homeless prevention team who I have then been able to work with re: mutual clients.*

*This has possibly been the main benefit to me of the PDU events i.e. making with partner agencies. meeting people face to face enhancing partnership working & makes communication easier and more productive.*

*I have been working a lot more with the organisations I have met.*

However, some did point out they were already working across agencies.

*I was already aware of many of them.*

*I have not made any contact with others I met at the event except in the context of my work - there were other agencies at the event who we work with on a regular basis.*

*None that I didn't have links with before.*

Another pointed out that networking was limited when you did not know who people where.

*I have not done much networking at the events. Often you do not know who people are and what they do, so you miss contacts that way.*

The interviews give a positive picture of how useful the events had been in making new contacts for people. Almost all of the people interviewed were extremely positive about how important meeting people from other organisations had been. Most had been in contact with people they had met since the PDU event. They had made and received referrals, attended further training, met with people to discuss their work further, sometimes with a view to partnership working and offered training to others.

*I have made contacts and been in touch with some of them to refer our clients on to. It is really good to network*

*For me that is the main benefit. I have had more contact with SEA, the Friary, the Woman's Centre from having met them at events and knowing who they are and what they do.*

*I heard about some mental health housing projects that I did not know about – we were sitting at the same table. I have made a couple of referrals. So far, they have not led to someone being placed there, but it is just good to add to my range of options for accommodation for the people I work with who are really difficult to find accommodation for.*

*I made a couple of contacts that I have followed up with since. Both have been really helpful. Also, I learnt about which organisations are doing what in Nottingham and who is working with our clientele.*

*Great for networking and linking with other organisations. I was new in post and new to Nottingham and so they were really useful for me to find out what organisations there were in Nottingham and who was doing what.*

*Meeting people from other services has been really useful to help establish pathways between services.*

*There have been people from a wide range of organisation when I have been and that is really helpful. I have found out more about how they work and what they offer. It has helped me know how to signpost tenants to support better.*

Some people pointed out that meeting people face to face led to more collaboration than just email or telephone contact.

*I have made useful contacts and also put faces to names I knew from emailing them. I have been better able to progress things with them after actually meeting them.*

*One person I knew from the telephone, but we had not met. We had more time to talk at the event - broadly not about individual people. Now our two organisations are looking at drawing up an information sharing agreement.*

The Expert Citizens felt strongly that workers should know about the services and agencies working in the area – as this meant users of services might be offered a wider range of support or services appropriate to their needs. They also commented that it could help with motivation as they might be more aware of move on or follow on options.

### **Service user involvement**

Some people commented on the service user involvement in some of the PDU events on the surveys, and it was included as a specific question in the interviews.

The majority of people were really positive about the involvement of service users in the events. They pointed out that a service user perspective in the discussion was very helpful, that their involvement was vital to ensure services could best meet their needs.

*It is good to get their perspective to better understand how things feel for them. That helps us think about our own work and how we want people to experience it.*

*There is not just one perspective, we need to hear them all to experience things in the round.*

*Service user input is always interesting. It adds a perspective that is not always there and that we need. You take their experiences away with you and use them when you are planning something or thinking about something new.*

*I think it is great there were service users involved too, the women who spoke were really engaging. I think it was challenging for them to speak and answer the questions, but it was well managed. It is vital service users are able to take part – the services are for them, if we do not hear from them about their experience we are working in a vacuum.*

*I think it is vital to have service users involved, they have an important perspective we need in the discussions.*

*Sharing the lived experience is important, they tell it like it is, and raise things that we might think of, because they have lived it, we have not.*

One manager commented that the fact the service users were not from his organisation made for a more equal relationship between workers and beneficiaries at the PDU, and they valued this.

*I really appreciate it, they add a lot. Having their perspective in the discussions is excellent. It is good to hear from people using the services. As a manager, my contact with our users is often hierarchical or as authority, it is good to be able to participate in the events on a more equal footing. It is good for the professionals and hopefully good for them to show that we are listening to their thoughts and experiences.*

Another participant was not familiar with having service users involved in training, but found it positive.

*There have been service users involved in the sessions I have been to, either sharing experience from the front or around the tables telling us their experience of things. It was new to me, generally in probation our training is just staff. At first, I thought I would need to be careful what I say, but I realised that was the wrong way of looking at it. Hearing their points of view was really useful. It made me think about the way I come across to people.*

Whilst having positive views of the involvement of service users, some people also expressed concern that their involvement was not always adequately facilitated and were worried that maybe particular individuals might have shared more than they intended or might have been troubled by the re-telling of experiences.

*It is great and really good to hear their experiences. At one event a woman on our table shared a lot, and I hope she was OK with it. No one forced her too, but she could have felt vulnerable after. As professionals we learnt a lot from their contribution, but they might need support after to deal with it all. I hope she was comfortable with what she shared.*

However, Expert Citizens and Beneficiary Ambassadors reported that overall the Expert Citizens felt listened too and their contributions valued. Some expert Citizens said this could

however be variable, depending on how the professionals responded to them and also how they felt on the day.

*Having lived experience in the workshops and Communities of Practice makes it more real, they have the lived experience of the issues. At the table discussion the Expert Citizens get involved and it means a lot to them to have their experience recognised. It is a great leveller to have everyone on the table talking together. In the main the Expert Citizens feel valued and gain psychological benefits. Workers are listening to them and talking the opinions seriously.*

There was one specific event that was highlighted by a couple of people who found the contribution about their organisation from Expert Citizens present difficult for them as workers.

*It was a very stressful session that involved a mixture of service users and professionals. Some of the conversations had in the room were entirely inappropriate and extremely awkward. I would not recommend the training or attend again.*

*The day largely consisted of ex-service users making negative remarks about the organisation we work for in the presence of other agencies.*

In response to such experiences it is now made very clear that Expert Citizens will be at events, and they are supported to be solution focused in their contributions prior to events. It is important to remember that many Expert Citizens have had difficult experiences in relation to services they have received in the past. Some of the Expert Citizens said they could find it difficult if they found themselves at a table with a current or previous support worker, but if this arose, they would feel comfortable in moving to another table. As a Board member explained,

*The Expert Citizens are briefed to be as solution focused and positive as feasible. There is always preparation for them so they understand the event, their role and preparing them so they are not too anxious or nervous. With the Future Hostel one we had a pre-meeting to talk about all the negative experience of hostels first to perhaps them be more solution focused at the event. But we are asking them to comment on a system that has failed them, and we should not try and silence the difficult voice, we do need to hear it. They have their own personal narratives and of course these are not all positive.*

Steering Group members were keen to ensure service user involvement was built in to all aspects of the PDU.

*Obviously, it is right to have this inbuilt at all stages, as it is. There is a work stream on service user involvement, but we need to ensure it is also built into all workstreams. It is never finished, there is always more to do. The Ambassadors rightly hold high standards and challenge us to do more.*

Some Steering Group members wanted to find ways of the Expert Citizens giving more direction to the PDU and the events it runs – for example through membership of the Steering Group and suggesting topics to be covered.

*What we have is good, the Beneficiary Ambassadors and the Expert Citizens make a really valuable contribution. However, we can always do more, I would like to see Expert Citizen involvement at the Steering Group for example. . . . The Expert Citizens give us insights we would not otherwise have for example with the Future Hostel. We are not at co-production yet, but would like to get there.*

These issues were raised with the Expert Citizens. They said that they were comfortable with how they contributed to the PDU events. They did think about things before they spoke at the meetings but recognised that sometimes 'you had to go deep' but that they told their stories at the events because it is their passion. The Expert Citizens have had workshops on storying telling and sessions about deciding what to share and what they want to keep to themselves. They are supported by Beneficiary Ambassadors from Opportunity Nottingham who works with them to prepare for an event and consider what they want to contribute, is there to support them in the event and after as necessary.

In addition, some practitioners expressed the opinion that on occasion the Expert Citizens' specific experiences became the focus of the discussion to the detriment of wider learning for professionals.

*I always think it is helpful to have service users' input, we learn so much from it. At one of the events service users were part of the presentation and that worked well. I think their involvement in the discussion needed better facilitation. Some of them spoke often and at length, I am not sure that is good for them and it makes the discussion more focused on one specific experience. Their voices become much louder than anyone else's in the room and that changes the balance.*

*At one event there were service users there, but their agenda seemed to be different to ours really. They had their experiences and they wanted to share those, but they were not always completely relevant to the topic we were discussing and so it was not the learning curve it could have been for us. It can be really good and helpful to have service users at events to get their perspective but on this occasion, it didn't feel right, and was a bit too much. Others felt the same on that occasion I think.*

Another person said that they thought it was also beneficial for workers to have learning events without service users involved.

*For some of the topics, I am not sure is appropriate to have service users there, it can be helpful to talk with workers. Anything or new ideas we looked to implement we would involve the service users here – and they would be directly involved in making things happen, so I think that is a more appropriate place for service users to be part of things sometimes.*

## **Changes at work**

One of the aims of the PDU is to improve the outcomes for beneficiaries of services through improved skills, knowledge and the sharing of expertise. To explore how much this might be happening all people were asked if attending PDU events had led to any change in how they worked. From the post-event surveys 33% said they intended to implement changes, and

from the final report survey 66% (19/29) said they had taken action as a result of things they learnt at PDU events. This was confirmed in the interviews with most people talking of things they had done differently as a result of attending the PDU events.

Lots of people spoke about how the events had affected their practice in general terms.

*I have tried to implement aspects of the training to my everyday practice.*

Others that the event had altered their way of thinking – for example reminded them to be thoughtful and reflective in how they work.

*It may be a subtle change but I am more reflective and I have used some of the techniques.*

*It is hard to think of a specific thing, but it has affected our thinking. We are doing an audit of our services right now and we are feeding some of the TIA for example in to that. It has affected our way of thinking.*

A number of people talked about changing how they relate to services users.

*In my own practise I think more about how things must feel from their point of view, and try not to rush things too much, work more at their pace, allow time to build the relationships more. There is some flexibility in how I work, but we do have enforcement deadlines and this limits how much we can change.*

*I will remember to be more careful in my interactions with people.*

*The trauma informed practice taught me to put the person before the paperwork. Now at induction I don't worry about getting through all the 16 pages.*

Or to take more time and not rush things.

*Taking a step back and not responding straight away which is how things can escalate. Take more time, respond more slowly having thought more. Realising sometimes we make things worse than they need to be by rushing in thinking things are more serious.*

*Different ways to talk to people, not being in such a rush, taking more time.*

People said that having more knowledge about the affects of trauma on service users and the PIE approach led to changes in how they worked.

*We recognise more the impact of the trauma that people have experienced on how they behave and how we need to offer our services. For example, it can be difficult for them to sustain things so we need to think about how and when and for how long we do things to make it easier for them to be part. Short sessions, the time of day, stand by support, venues - those sorts of things.*

*We have changed a lot through adopting PIE. For example, we have changed how we do our initial meeting, it is now more of a conversation, less paperwork, in the hope that less people will disengage at that point, put off maybe by the formality of the meeting.*



*I plan to remove posters, change the wording for example about non-engagement. . and when booking people in the hostel with add 'is there anything else you expect of us?'*

*I do a lot of this already, but I will still adopt approaches from the workshop. Especially around the creation of safe places and making sure people's basic needs are met before building relationships.*

Some people said they were reviewing the amount of paperwork they used.

*To relook at the amount of paperwork that is used at assessment.*

*We gather different information from our tenants now.*

One person said they felt the PDU had played a part in changes to some of their organisation's policies and procedures.

*At Framework we have changed the way we do our breaches now it is a TIA procedure. The PDU was definitely influential in this. We probably would have done it anyway, but our thinking was promoted and focused by the PDU and it brought a wider group of people into the discussions and increased our motivation to get it done.*

A number of people pointed to the change of one hostel from mixed to single sex after hearing the experiences of women Expert Citizens at a learning event. The discussions were part of the decision for women to not be placed there. The expert Citizens feel this is a really positive outcome as the experience for women at the hostel was damaging, but they say no additional beds have yet been created for women.

One person said they had looked at the environment of their service and made some significant changes as a result of attending the PIE event.

*I delegated one of my team who had also been at the event too and gave them half a day to think about what we could do. We walked the building and saw there was a lot of paper work on the walls – this is supposed to be people's home. We streamlined the number of notices, procedures and instructions especially in the living areas. We looked at the building more as home and changed some of the things we had thought were OK but realised we would not have in our own homes. so, there were some immediate wins.*

Another, setting up a new service said:

*Because we are setting up new supported accommodation it is relatively easy for us to use what we have learnt and incorporate it in our plans. And there is much we have done based on what we have learnt at PDU events. For example, not making all the rooms in the house bedrooms, but leaving more communal space – not just the living room, but a room for support sessions or activities. This means we do not need to use the living room or bedrooms for this – neither of which is ideal. Because we are setting up will can integrate things from the start.*

People said they would be involving service users more in their work.

*Improving the experiences of service users and getting feedback from service users what they would like from the service I work in*

*I am planning on having a service user group monthly where individuals can meet with me either in a group or on a 1:1 to discuss their support what's going well, what can be improved.*

Another that they have involved services users in changing how their services were evaluated.

*We changed how we evaluated things. We realised we were doing things that we were not evaluating. We involved our Service User experts in how we could evaluate these new aspects. And we are now doing that.*

A number of people said they now refer and signpost people to other services better as a result people they had met or services they had learnt about at PDU events.

*Definitely I signpost people to agencies where they can get support. I am more aware of places to refer people to. I thought I had to do everything, but now realise there are a range of agencies out there that can support our tenants. For example, I routinely now ask tenants experiencing ASB or DV if they want a referral to Victim Care nowadays.*

*Attending the PDU events allows organisations to share best practice with one another and develop longer term working relationships. For example, through the PDU events I have learnt more about the current provision of services for women who use drugs with complex needs in Nottingham and am in a better position to refer/signpost accordingly.*

For the interim report five people said they had introduced the Pledge (used in the Getting Engaged event) in to their work or were working towards doing so.

*We plan to adopt the Pledge. We are consulting with our own service users at the moment about it.*

Some people said they would give more attention to mental health support, both for their service users and staff, *'I will be ensuring employee health and well-being is supported.'*

Some Steering Group members pointed that practice change took time and it was too early to know what impact the PDU events were having. Others said they did not have much information about whether the learning from events was being translated into practice. There was a desire from some to do more follow up to find out.

*It is the intention to translate the learning into improved practice, but it is very difficult for us to know if this is actually happening. . . . we don't do enough follow up to actually know this. We need to check with people what they have done more regularly.*

*It seems effective at promoting learning, but action? We don't really know.*

The Steering Group members who also worked in service delivery reported they did think there were changes in how people thought and some change in how people did things.

*People are thinking in a more TI or PIE way. This has led to a swing for more training about these approaches. The PDU event introduces people to the ideas and then they are trying to implement them in their agencies. PIE is definitely more talked about and people recognise it needs to be the basis of work.*

One pointed out that it was hard for the PDU to have any control over whether people changed practice at the front line.

*How effective it is partly depends on how willing and able participants are to go back to their work environment and do things differently. We do not have much control over that.*

The Expert Citizens considered all these things would make a significant difference to service users. They commented that things often feel really rushed and there is not the time to build the trust and relationships needed to work well together, so taking more time was crucial. All agreed that any steps to make hostels more like homes – reducing notices ‘*mainly rules and what you cannot do*’, repairing and replacing utilities in a timely manner were positive steps. Having created the Pledge they were pleased to see people finding it useful and committing to it, however they cautioned that people and organisations need to live up to the Pledge and put it in action, not just adopt it. They felt all actions taken to get feedback and involve services users were positive steps as they were the experts in how services were working. However once again they pointed out the importance of actually acting on issues raised at service user meetings. They said they had experience of nothing changing after consultation meetings or groups.

*A service group alone is not going to make any difference – if what is said is falling on deaf ears. What matters is what is done with what is said. Otherwise it is a waste of time. People need to walk the walk, not just talk the talk.*

They recognised that sometimes consultation and advocacy was done with good intent, but that the workers undertaking it did not always have the power within the organisation to change things. They suggested that managers should be involved in service user groups to hear their views directly.

### **Improved outcomes for beneficiaries**

The survey and interviews for this final report asked people if they were aware of any improved outcomes for service users as a result of the changes they had implemented. The survey found about a quarter (7/29) said they could identify improvements, 12/29 were not sure and about a third (10/29) could not.

Many who could not identify improvements for service users, said this was because it was too soon for any changes in impact to have occurred, or that it was hard to know. No one spoke of having evaluated any of the changes with service users yet; the responses were based on impressions or assumptions or discussions with staff.

With regard to changes in approach and initial meetings people said:

*I am not sure, I would hope they find our services easier to access because of the changes we have made.*

*I guess they appreciate being less rushed.*

*Staff do say they feel it helps, it is easier to build relationships with the service users now the first meeting is more of a coffee and chat. They think it is leading to less people who disappear at this stage.*

*I would think so, things like the PIE environment in hostels does make a lot of difference, as does looking at the person and what they have been through, rather than judging them.*

A number of people pointed to the fact they were more knowledgeable about services and better connected as a result of PDU events meant referrals were quicker.

*They are definitely getting referred for more support if they want it. I know how to quicker access people for mental health support than I did. I am a housing officer, I have limited time for supporting people, but now I am much better able to signpost people for support if they want that.*

*Preventing homelessness or getting someone rehoused faster through multi-agency working.*

One person said they had improved their evaluation which gave them information to use in service development and also for funding applications, both of which should be of benefit to service users.

As set out at the end of the previous section the Expert Citizens did think that many of the actions people reported taking would lead to improved outcomes for beneficiaries. They stressed though that it is important to continue to seek to improve services, and to do this in partnership with service users, to act on what service users say and give feedback on progress, *'It is always possible to do more to get things better'*. They emphasised the importance of acting on feedback from service users, whether that is via a complaint or a consultation meeting. The Expert Citizens also thought that organisations should support front line workers who are trying to improve things for service users, and listen to bottom up ideas for change. Some Expert Citizens said they thought as service users they could notice improved interactions with staff and more thoughtful responses from staff that they suggested was due to those workers having attended PDU events.

## **Effectiveness of the model**

Those who took part in the telephone interviews and final survey were asked to comment on how effective they thought the model of the learning events was in improving the skills and knowledge of professionals working in the field of multiple and complex needs, sharing of good practice and promoting innovation across the city. In the survey just over half (15/29) said they felt it was a very effective way to change practice, with just over a third (10/29) thinking it was quite effective and 4/29 thinking it was not effective at all.

Most said they felt it was a good model that offered much to the professionals who attended. People commented on the safe environment and the style of most of the sessions.

*Really interesting session, learning and sharing good practice. Brilliant delivery of the session – relaxed, safe environment, good emphasis on the need to use this organisationally.*

*There is an honesty at the events that you do not always get at training events. Because they are free it seems people feel more able to be open and honest. Conversations are more along the lines of ‘this is how we do it’, rather than ‘this is how it must be done’.*

A number of Steering Group members pointed to the effectiveness of bringing people together and also the relevance of the topics.

*The concept of bringing people together who work in the area, with the same sort of people to share what they know, and how they do things with others is a really good concept. We all talk about partnership and collaboration but we do less of it. Having people all in the same room talking about the same issue or approach is an excellent first step for collaboration. There was a lot of sharing and discussion.*

*It is doing what is says on the tin, bringing people together to address particular issues arising from Op Nott, that are not really being considered elsewhere, and would not come up in most training courses around engaging with people with multiple needs and giving information about particular approaches such as PIE, TIA, Housing First that might not otherwise be considered.*

*People value getting together. The PDU is successful at bring people together to share experience and approaches to working with people with multiple and complex needs. We introduce them to new ideas – ideas that are in the public domain, and they maybe could find out about them for themselves, but we bring them together and offer them some input on those ideas. The sessions explain the ideas and approaches and help them start to think about how they could use them.*

Participants again emphasised the value of meeting with others working in similar areas around a particular topic or focus, as the selection of comments below indicates:

*It is a really good way of promoting good practice. They get people from the field together to look at specific issues or ways of working and things means we are thinking more the same, working better together, have some common goals maybe and are building relationships with each other.*

*Yes definitely. Sitting round a table with professionals who work with the same demographic as you, but in different services - and service users too – there are always going to be things to learn and information to be shared that is helpful. People share their experience and knowledge, we can make links and connections – it is always a positive experience.*

*I think they are really effective and much needed. They are filling a gap. None of us whether in the statutory or voluntary sector can afford to spend much on training or*

*conferences so the PDU is providing an invaluable opportunity for us to get together, network and learn relevant things for our work. It is a brilliant resource.*

*It is very effective – as I have said the diversity of the group, the different relevant topics - it sparks off a creative interaction.*

*Most definitely – bringing people together to share how best to work, learn from each other's experience and get support from others.*

*Yes, it is and there is good take up. It is good to go out from your organisation and hear what others are doing and bring it back to our team for discussion and see if there is any of it, we could do here.*

*Really useful up-to-date information, a good learning environment and a number of topics that feed into each other, so you get 'sucked in' to others – in a good way.*

Some identified the information they gained on specific approaches.

*It has been massively effective for us. We have learnt about specific approaches, been able to ask specific questions and met with people already experienced in this area in Nottingham.*

*I like the fact the events are on very specific topics and issues. They are quite different to anything else is about, and let's face it, there is not that much about either.*

One person felt that the fact they were based on local information and experience adding to their effectiveness.

*Having access to specific information that relates to Nottingham. There is a lot of information about some topics on line, but at the PDU it is specific and also you learn about who is doing what in Nottingham. I have gained specific local knowledge. I have spoken with people actually doing the work using the approach – their hands-on experience is invaluable to me in trying to establish supported housing. I am able to bench mark our plans against best practice and agency standards locally.*

Some people mentioned the usefulness of the handouts and reports linked with the events.

*The hand outs and resources they send round after the events are really good and then I have them as a resource on my computer. More of this sort of information and resources would be good.*

*They are great. Good in-depth knowledge, handouts and information to take back to work after.*

A number of people commented positively on how the events were organised.

*The sessions are short – often just half a day, so I can encourage my team to go. Also, they are in town usually and so easy for us to get too. They are free too, and that helps.*

*Really enjoy them. They are up to date and have a relaxed learning environment.*

A few people in the final information collection phase mentioned that fact the events were free.

*And they are free. I looked at some training around trauma for the team and it was over £600, as a voluntary sector organisation we cannot afford that.*

Alongside these positive comments about the effectiveness of the events to promote innovative and collaborative practise working with people with multiple and complex needs, some people did have reservations. The most commonly mentioned was that the events gave people more information about approaches, they did not necessarily know how to put an approach in to practice or how to overcome any challenges.

*I'm not sure that I know better how to overcome them - only how to identify them!*

*Would have liked to have more opportunity to explore how to overcome the barriers of implementing a TIA from both an organisational and service user perspective*

*I'm more aware of them as problems but I don't think I learnt anything I can apply in addition to what I already do.*

*The 'how to' element was still missing. We understood what the trainer did, but he didn't provide enough guidance on how we could work on our own strengths-based approach.*

Another participant commented that there were challenges to implementing the learning.

*These events are helpful, but they cannot address some of the barriers to implementation – e.g. lack of money and political will.*

*Some really good ideas, but in my experience nothing changes. Some things are great in theory but the reality is very different I find.*

These points of view were shared by some of the PDU steering group. Some members said they thought that currently the PDU was better at sharing information that it was at developing practice.

*The information sessions sow the seeds that might lead to change, but we cannot be sure it will happen.*

Some pointed out the Communities of Practice were intended to build on the more information sharing events.

*I think it is effective especially when the learning events are then followed by a time of trying it out in practice and then the learning sets encouraging people to look at the issues in more detail and reflect on the practice. That is a very effective model.*

Though there is a recognition of the important role Communities of Practice could play in changing front line practice, they had proved difficult to sustain and keep people's interest and commitment over a period of time.

## How the learning events can be improved

When asked how the events could be improved, many people could not think of anything and suggested the events continue as they are.

*Just more of the same, been super useful and really appreciated and the learning has contributed to how our project works.*

*I think that further courses to develop knowledge further and share good practice would be very useful.*

*The gap in training available now compared with before is massive, so we really appreciate what the PDU does.*

Whilst the feedback on the PDU events was overall extremely positive, some people did have suggestions of how things could be added to or improved. Some suggested future topics such as Equality and Diversity, how the concept of 'complex needs' came about and funding opportunities.

*I think they should run some Equality, diversity and inclusion events, and maybe also link this with definitions of complex needs. I am sure if women had been more involved in defining complex needs – violence and abuse would be included – domestic violence and sexual abuse.*

One person suggested that publicity needs to be very clear as to what the focus of the event was going to be to help with making decisions about prioritising attending in a busy schedule.

*It is important that people are clear about the purpose of events. One I went to did not really match my expectations. A whole day is a lot of time to devote to an event that is not what you thought it would be. Maybe if the facilitator had had a tighter brief or the information sent out before had been clearer that could have been avoided.*

A number of people suggested it would be useful to re-visit some topics already covered - service user involvement and PIE being specifically mentioned.

*Today's session was extremely helpful. However, I still consider myself to be a beginner in this field therefore more discussions or training would be helpful.*

Others were more specific suggesting that the PDU needed to move beyond 'taster' sessions if they really wanted to influence practice.

*The sessions are information and taster sessions and are more likely to change people's thinking around topics and issues. The sessions need to be longer and more practical to improve practice.*

Linked with this was the suggestion from some to have longer events, that could go into topics in more depth than was possible in half a day. Others thought repeat events would support practice development better.

*I learnt a lot about trauma. But there was too much to be able to process what I had learnt and think about how to put it into practice.*



*Follow up sessions where you could come back after having tried to implement some of the things you learnt about in the first one and consider how things have gone and what to do next.*

And more opportunity for interaction between participants.

*All the events I have been to allow time for interaction, but maybe there could be more? To process the information and talk with others about how to put it into practice? You need both parts.*

One participant said the creation of a network for people working with a strength-based approach had been discussed at an event for people to keep in touch and share ideas and progress, it had been supported by people at the event, but they had heard nothing further.

Members of the Steering Group had similar ideas. They were keen to build on the success of 'information sharing' events and move to activities that would support practice change. Suggestions included follow up events and ensuring the Communities of Practice were viable.

*Practice development is more than training. We want to be supporting practice development, not just giving information.*

*The information giving events are doing better than the Communities of Practice. It is hard to get people to take responsibility to facilitating a series of Communities of Practice – say five sessions. It does take a certain amount of work. Since it is not part of someone's job it is a big ask. These events are crucial to the model and developing new professional practice, you can only expect so much professional development from the information sessions.*

One participant mentioned they would be interested in accredited training. Interest in such a development was also expressed by some of the Steering Group.

In addition, as has been seen above a number of people feel the events could be improved by attendance by more senior managers, commissioners, funders as well as statutory workers. One person suggested that briefings from the events could be prepared for politicians and officers highlight for them the issues that had been raised at the event.

## **Next steps**

The Steering Group members were asked about what the PDU should be focusing on in the next three years. They identified three interlinked areas: being more effective in supporting practice development, strategic influence and sustainability.

### **More effective in supporting practice development**

Steering Group members spoken with share the view of some participants that PDU learning events are effective in conveying information about approaches and ways of working, with those that attend. However, there is a recognition that to support innovative and collaborative practice they need to both engage practitioners and managers from a wider

range of organisations working with people with multiple and complex need and they need to look at how to be more effective in supporting people translate the knowledge in to changes in practice.

The co-ordinator and the Steering Group have given much consideration to these challenges. The PDU is a part of Opportunity Nottingham where many agencies – statutory and voluntary – are represented and it is part of their System Change Plan to prioritise the participation of staff and services in the PDU. The PDU is hoping for increased support from these agencies in encouraging and supporting staff to come to learning events and identifying topics for learning events that will be useful to staff across agencies.

There were a range of suggestions for increasing the impact of PDU events on practice development including:

- Longer events
- Series of events on a topic, people can go to all or one, and they all build on each other
- Follow up events for people to share how they have put learning into practice and help overcome barriers.
- Increase the service user involvement to ensure the voice of lived experience is part of all events – move to co-production
- Sending people related resources at intervals after events.
- Target events better
- Re-run topics for new staff
- Refresher events
- Encourage a number of members of a team to attend an event
- Explore how to improve the sustainability of the Communities of Practice.
- Explore accrediting the learning.

### **Strategic influence**

The PDU co-ordinator is working with a member of the Steering Group to develop a strategic plan with clear aims and objectives for each work stream. It will include a clear plan of action how to reach these and who will be involved. It is anticipated this will result in greater clarity about the programme and what it is trying to achieve.

People felt that the PDU needed to engage the support of senior managers from a wider range of services in the Steering Group and actively supporting practice development in their agencies. It is felt there is a need to get more active engagement from those who can make things happen across whole services or agencies.

*Strategic change is needed, what are the people at the top going to do to support the practice and practice development? The front line is so important, but they need support from their managers and those at the top of organisations to ensure a wider impact.*

Some people suggested closer links between the Opportunity Nottingham partners and the work of the PDU could be beneficial in this regard.

## **Sustainability**

Current funding from the Big Lottery runs out in 2022, and so members of the Steering Group are thinking about the future of the PDU and how it can be sustained once the funding comes to an end. It is hoped that the PDU will be a legacy of Opportunity Nottingham, and will continue after Opportunity Nottingham has finished. However, it would need to be self-financing, and it is recognised more thought needs to be given to this. Currently part of the attraction is that events are free. A few options are being explored currently including linking attendance at events with some form of accreditation, training the trainers to support people who want to present, this could be in creative methods of facilitation, getting greater ownership of some of the work streams, as is beginning to happen with the women's stream. A working group of local practitioners who has formed and members take some ownership of the work. It started with a general awareness session, developed a Community of Practice, and now there is the working group. It might be possible to replicate this with other streams.

The three areas are closely interlinked, and as part of all three the PDU is looking for closer links with Opportunity Nottingham systems change agenda and greater ownership of the model by the City to increase innovative and collaborative proactive, improve the PDU's strategic influence and aid sustainability.

## **Issues arising from the evaluation**

The evaluation has highlighted issues that would benefit from further consideration, some of which are already under consideration from the PDU.

- Engagement of more diverse range of organisations, especially from the statutory sector
- More involvement of senior managers from agencies
- Ensuring voice of lived experience is used appropriately throughout the organisation
- Consider ways to move beyond information giving and increase practice development more systematically
- Working more closely with Opportunity Nottingham and the Systems Change agenda
- Explore realistic ways of tracking change in practice and improved outcomes for beneficiaries that are informed by the PDU learning events.

## **Conclusions**

The aims and objectives of the PDU are:

- Improve the skills and knowledge of professionals working in the field of multiple and complex needs
- Facilitate the sharing of expertise, good practice and resources across sectors
- Promote and facilitate collaborative learning across sectors

- Create opportunities for promoting innovation and working practices across the city
- Improve outcomes for beneficiaries through contributing to system change and increased coordination and collaborative working between agencies

This report confirms the findings of the interim report, that the PDU is working well towards the first three of these objectives. People have been extremely positive about the events. Professionals working in the field of complex and multiple needs reported and evidenced improved skills and knowledge, sharing of expertise and good practice. The evaluation has also found that many people have gained greater knowledge about other services for those with multiple and complex needs, and this has resulted in some new partnerships and collaborative working. The Expert Citizens attached a lot of importance to mutual awareness among service providers if a full and coherent service is to effectively address beneficiaries' multiple needs.

These impacts go beyond those who actually attend the learning events due to participants' commitment to disseminate their learning to those with whom they work, hence reaching a much wider group of people.

There is some indication of changes in practice, with a high proportion of people saying they have changed some aspect of their practice or organisational procedures. These changes are considered important by the Expert Citizens who considered all the things reported would make a significant difference to service users, as long as they were undertaken thoroughly with commitment to change. A challenge now is how to connect these individual worker or service based changes to create improved practice across a whole sector.

The PDU also aims to improve outcomes for beneficiaries. This is hard to both achieve and evidence. It was for this reason the Expert Citizens were involved in reviewing the actions people reported taking. The Expert Citizens recognised that the knowledge professionals gained and all the actions reported having taken since PDU events could indeed improve outcomes for service users. However, there is a recognition from those involved that there is much more to do ensure that the PDU is promoting creative and innovative working and improving outcomes for service beneficiaries, and the importance of ensuring lived experience is central to this.

In the coming months the PDU will need to pay increased attention to how to promote innovation and working practices across the city and working with Opportunity Nottingham to seek buy in from senior managers for strategic change to support and encourage such practice development.