

## Redefining Your Council – Adult and Health Portfolio as at December 2015

<b>Progs.</b>	<ul style="list-style-type: none"> <li>• <b>Adult Social Care Strategy &amp; market development</b> – preventing &amp; reducing care needs by promoting independence</li> <li>• <b>Integration with health</b> – implementing joined-up working practices and initiatives with health</li> <li>• <b>Public Health Outcomes</b> – working with key stakeholders to establish how to allocate the current budget</li> <li>• <b>Care Act Implementation</b> – implementing the changes needed for the next stage of the Care Act</li> <li>• <b>Direct Services Provision</b> – developing different ways of delivering services</li> </ul>	
<b>Benefits to be delivered</b>	<ul style="list-style-type: none"> <li>• Promoting independence and preventing, reducing and delaying the need for care and support (including providing information and advice to encourage people to look after themselves and each other)</li> <li>• Better and more joined-up working with partners (e.g. health) to improve outcomes for service users</li> <li>• More efficient, flexible and mobile staff by using technology to maximise staff time and help manage demand</li> <li>• Providing services that are creative, sustainable, value for money and legally compliant</li> </ul>	
<b>Key achievements in last 3 months</b>		<b>Expected delivery over next 3 months</b>
<ul style="list-style-type: none"> <li>• The Adult Social Care Strategy and Care Act videos have been launched. These explain what is social care and how the Council supports people to maintain their independence. The audience is staff, Members, partner organisations and the public. The videos can be found at <a href="http://notts.cc/care-act-films">notts.cc/care-act-films</a></li> <li>• Staff engagement events have been held to help raise awareness about how to implement the Adult Social Care Strategy in their day to day work. Information from these events is being used to inform the Workforce Development Plan and cultural change plan.</li> <li>• New activity and performance reports have been produced which enable a better understanding the current position of the service and improved evidence-based decisions for future plans.</li> <li>• The Customer Service Centre is increasingly using 'Nottinghamshire Help Yourself', an online directory of support available in Nottinghamshire, to help resolve queries as early as possible with personalised information and advice</li> <li>• New ways of working have been developed and are being piloted; this includes the use of assessment clinics in two districts and the automatic booking of appointments for customers with social care staff in another two districts. The greater use of telephone assessments and reviews, where appropriate, is being encouraged.</li> <li>• New hospital discharge arrangements, such as staff working at weekends or over the holiday period, speed up people being discharged from hospital.</li> </ul>		<ul style="list-style-type: none"> <li>• A development programme targeted at Team Managers is being planned, this is an extension of the Corporate Leadership Programme and will look to develop areas such as performance management and coaching to further support managers and help teams to adopt the Adult Social Care Strategy</li> <li>• Development of 'performance dashboards' that display relevant performance information allowing managers to monitor their team contribution to achieving the Social Care Strategy</li> <li>• Developing district based plans on how to roll out new ways of working, such as assessment clinics and scheduling appointments. This is in response to increased demand for assessments with reduced resources.</li> <li>• Development of a business case to establish a council owned company for the delivery of some adult social care services in consultation with key stakeholders.</li> <li>• Integrated Care teams in place across South Nottinghamshire enabling improved and more joined-up care and support provision.</li> <li>• Go live with online forms for carers that allow them to make contact and complete their assessments in a more convenient, flexible and more efficient way.</li> <li>• Improvements to the first point of contact for customers by improving the quality of advice and information. This will increase further the proportion of customers whose enquiries are resolved without having to wait for an</li> </ul>

<ul style="list-style-type: none"> <li>• ‘Have your say’ on proposals to establish a council owned company for the delivery of some adult social care services has been launched with the public. These services include County Enterprise Foods (the meals at home service), day services and short breaks to give carers a break from their caring role.</li> <li>• The cross-party Members Reference Group on Health Integration continues to meet to debate the key topics for an integrated health and social care system. These debates are informing proposals and key decisions for ASCH Committee. One example of this is the Better Together Memorandum of Understanding (Mid-Nottinghamshire) which was agreed and signed off at November ASCH Committee. This enables work to proceed to create an Alliance across the NHS, the Council and voluntary sector organisations working in Mansfield, Ashfield and Newark &amp; Sherwood.</li> <li>• To raise awareness about the new social care offer an event was held with health commissioners and providers across the County. Key actions included developing shared messages for frontline staff across all organisations about what the public can expect from both health and social care, based on the shared principle of keeping people independent at home.</li> <li>• In Bassetlaw social workers have now joined the Integrated Neighbourhood Teams, a good example of health and social care joining-up to deliver better outcomes for service users.</li> <li>• Awarded contracts, to commence April 2016 for sexual health services (joint contract with Nottingham City and oral health promotion service).</li> <li>• Completed inward transfer of Family Nursing and Health Visiting commissioning responsibilities from NHS to the County Council.</li> </ul>	<p>assessment. Better outcomes through effective signposting will be monitored through a customer survey.</p> <ul style="list-style-type: none"> <li>• Further work to increase the shared understanding of the NHS in Nottinghamshire about the implications of the Adult Social Care Strategy on how we deliver services.</li> <li>• Further work to develop the Better Together Alliance in Mid-Nottinghamshire, so that the Council can consider whether to join the formal Alliance from April 2016.</li> <li>• Phase 2 of Health Visiting, Family Nursing and School Nursing service modelling and consultation to take place, in preparation for re-commissioning during 2016/17.</li> </ul>
<p><b>Key risks to delivery</b></p>	<ul style="list-style-type: none"> <li>• Managing demand for services when there are increasing pressures from rising demographics and increased responsibilities from legislation.</li> <li>• Maintaining service quality as much as possible in the face of falling budgets and the continued need to find savings.</li> <li>• Maintaining care provision in the face of increased costs and problems with staff recruitment and retention.</li> <li>• Enabling alternatives to paid support through the development of community based support in order to reduce demand.</li> </ul>

## Redefining Your Council – Children’s & Culture Portfolio as at December 2015

<b>Progs.</b>	<ul style="list-style-type: none"> <li>• <b>Integration of Family Support Services</b> – delivering locality focussed support to children and families</li> <li>• <b>Improving Outcomes for Children and Young People with Disabilities</b> – establishing an integrated service across social care, education and health</li> <li>• <b>Integrated Commissioning of Children’s Health Services</b> – an integrated approach to community health services</li> <li>• <b>Transformation of Children’s Social Care</b> – ensuring support for vulnerable children is outcome-focused and provided by a suitably skilled workforce. Placements for Looked After Children will achieve the required outcomes at lower cost</li> <li>• <b>Cultural Services Transformation</b> – redesigning services and using alternative service delivery models</li> </ul>	
<b>Benefits to be delivered</b>	<ul style="list-style-type: none"> <li>• Easier access to services in the right place, at the right time, with seamless transitions between services</li> <li>• Maintaining good quality services, maximising resources, reducing unit costs and being legally compliant</li> <li>• Working better with partners – reducing the need for families to continually repeat the same information</li> <li>• Supporting children and young people to live at home, with their families, wherever safe and possible to do so, or moving to alternative permanent placements (e.g. adoption) as quickly as possible, minimising time spent in care</li> <li>• Delivering services in different ways to make them more sustainable</li> </ul>	
<b>Key achievements in last 3 months (Oct- Dec)</b>		<b>Expected delivery over next 3 months (Jan-March)</b>
<ul style="list-style-type: none"> <li>• Contract signed with the RSPB for the Sherwood Forest Visitor Centre.</li> <li>• Family Service launched in November 2015, with locality based operations.</li> <li>• Decision taken to extend Social Work Support Officer pilot until March 2016 to enable further monitoring of benefits.</li> <li>• Preferred operating model for Single Assessment selected.</li> <li>• Consultation on the future provision of children’s centres complete.</li> <li>• Consultation on the new Fostering Services structure complete.</li> <li>• Consultation launched on the staff structure for Improving Outcomes for Children and Young People with Disabilities.</li> <li>• Consultation launched on the name for the new Information Advice &amp; Support provision in line with the SEND reforms.</li> <li>• Joint bid with Public Health submitted to the Local Government Association Digital Transformation fund to support the integration of children’s disability services across local authority and health services.</li> <li>• Market development event held on the provision of short breaks for children with disabilities, and their carers.</li> </ul>		<ul style="list-style-type: none"> <li>• Contract signature with Inspire, the new culture, learning &amp; libraries company.</li> <li>• Proposals prepared on the design of the new Sherwood Forest Visitor Centre.</li> <li>• Committee consideration of the soft-market testing of the commercial offer for Rufford Country Park.</li> <li>• Decision on whether to continue with the Social Work Support Officer role, following evaluation of the pilot.</li> <li>• New forms for Single Assessment implemented to reduce duplication.</li> <li>• Outcome of Children’s Centres consultation reported to Committee.</li> <li>• New Fostering Service structure considered by Committee.</li> <li>• Consultation launched on Foster Carer’s payments, leave and support arrangements.</li> <li>• Business processes in Adoption and Fostering reviewed, using LEAN+ methodology. Revised and streamlined processes for assessment, training, enquiries and supervision designed and approved.</li> <li>• Transitions strategy finalised for young people with disabilities, as they move from Children’s to Adults Services.</li> <li>• Integrated Disability Service structure considered by Committee.</li> </ul>

	<ul style="list-style-type: none"><li>• New Information, Advice &amp; Support service launched for Children and Young People with disabilities.</li></ul>
<b>Key risks to delivery</b>	<ul style="list-style-type: none"><li>• The completion of the service level agreements delay the start of the new culture, learning &amp; libraries company.</li><li>• The higher thresholds for the new Family Service impact on demand for Children's Social Care.</li><li>• The new staff structure proposed in "Improving Outcomes for Children and Young People with Disabilities", may not have access to the same ICT system, due to the Mosaic upgrade.</li><li>• Due to proposed changes to Foster Carers payments, leave and support arrangements, there is a risk that some existing foster carers may decide to leave the authority.</li></ul>

## Redefining Your Council – Place Portfolio as at December 2015

<b>Progs.</b>	<ul style="list-style-type: none"> <li><b>Highways Transformation</b> – changing the way the highways service is delivered to maximise quality and cost efficiencies</li> <li><b>Transport</b> – changing how transport services are delivered, focusing on partnership working and reviewing policies</li> <li><b>Energy and waste</b> – reducing energy use, increasing power generation from the Council's estate and improving recycling</li> <li><b>Alternative Service Delivery Model for Catering and Facilities Management</b> – establishing the best delivery model</li> <li><b>Economic Development &amp; Combined Authority</b> - shaping and responding to changes to the operating context for economic development (including proposals for a Combined Authority and a potential Devolution Deal)</li> <li><b>Community Empowerment &amp; Resilience</b> - enabling Nottinghamshire communities to be more empowered and resilient in order to delay or prevent the need for public services intervention</li> </ul>	
<b>Benefits to be delivered</b>	<ul style="list-style-type: none"> <li>Better value for money and more sustainable services by moving services into different delivery models</li> <li>Improved customer satisfaction and quality of services</li> <li>Reduced duplication, improved processes and maximising opportunities of new technology – more efficient services</li> <li>Delaying and preventing the need for services and providing services at lower costs by working more closely with partners</li> <li>Increasing economic growth and improving economic prosperity in Nottinghamshire</li> <li>Reducing the Council's carbon footprint and becoming more energy efficient</li> </ul>	
<b>Key achievements in last 3 months</b>		<b>Expected delivery over next 3 months</b>
<ul style="list-style-type: none"> <li>Ongoing negotiation with the Government on the proposed Devolution Deal for Derbyshire and Nottinghamshire</li> <li>Unblocking of Midland Mainline electrification achieved as part of Devolution Deal negotiations</li> <li>£1.25 million secured for an HS2 Growth Study for Toton as part of Devolution Deal negotiations</li> <li>Key approvals secured for the Property Joint Venture with SCAPE; staff TUPE consultation launched.</li> <li>Approach on Asset Management Planning and rationalisation agreed following completion of suitability modelling. Successful application and award of One Public Estate funding.</li> <li>Redesign work undertaken on new Corporate Transport Solutions service.</li> <li>State of Voluntary and Community Sector in Nottinghamshire Report issued and launch events, attended by over 100 partner organisations, held.</li> <li>Key progress in the development of a Highways Company including development of the Heads of Terms and contract specification; agreement to name and branding; selection of a preferred</li> </ul>		<ul style="list-style-type: none"> <li>Announcement on Devolution Deal and formal sign off anticipated.</li> <li>Resourcing of devolution / Combined Authority model to be agreed and confirmed, with interim staffing resources appointed.</li> <li>County Council consideration of the deal proposal and governance arrangements to be scheduled.</li> <li>Property Joint Venture - Service contract and shareholder agreement completed; new company established; new accommodation secured; and new interim Managing Director appointed;</li> <li>Integration of Asset Management Planning project into the Smarter Working Programme.</li> <li>Testing of the online waste permit application system undertaken ready for implementation from 1 April 2016.</li> <li>Implementation of the Total Transport Feasibility and Pilot Fund projects, integrating NCC services with that of other non-emergency transport providers (e.g. Health)</li> <li>Corporate Transport Solutions in shadow operation from early 2016 and a restructure of the wider Transport &amp; Travel Service.</li> <li>Follow-up to State of Voluntary and Community Sector events to shape the Community Empowerment and Resilience Programme with partners.</li> </ul>

<p>candidate for Managing Director; and a positive external project gateway review conducted to assure the project and provide due diligence for the Council.</p>	<ul style="list-style-type: none"> <li>• Cornwall County Council complete their due diligence on the Highways Company; Heads of Terms completed and contract signed.</li> <li>• Launch new Highways Company brand and name to partners and stakeholders, including the public.</li> </ul>
<p><b>Key risks to delivery</b></p>	<ul style="list-style-type: none"> <li>• Using new operating models which are previously untested by the Council</li> <li>• Ensuring integrated services meet the different needs and strategies of all organisations involved</li> <li>• Ensuring there is a collaborative approach across key stakeholders to effect economic and community development</li> <li>• Protecting service quality as much as possible in the face of reduced budgets</li> <li>• Property JV- main risk is timing and ICT requirements</li> <li>• Change of service delivery model causes diversion of resources and focus away from other priority work areas as identified above</li> </ul>

## Redefining Your Council – Resources Portfolio as at December 2015

<b>Progs.</b>	<ul style="list-style-type: none"> <li>• <b>Smarter Working</b> – changing attitudes towards the workplace and supporting staff to be more efficient and flexible</li> <li>• <b>Customer access and digital development</b> – designing digital tools that better meet the needs of customers</li> <li>• <b>Workforce development</b> – developing employee skills to help them respond to the new working environment</li> <li>• <b>Performance management and benchmarking</b> – better management information to feed decision-making</li> <li>• <b>Integrated commissioning and procurement</b> – aligning the approach to these areas plus contract management</li> <li>• <b>Reform of corporate services and functions</b> – reviewing corporate support functions and determining the best model</li> </ul>	
<b>Benefits to be delivered</b>	<ul style="list-style-type: none"> <li>• Quicker and easier access to services and information by delivering a significantly improved website</li> <li>• Costs savings arising from fewer Council-owned buildings</li> <li>• More agile, flexible and productive staff – better outcomes for customers and value for money</li> <li>• Better partnership working with other organisations – improving outcomes for customers and value for money</li> <li>• Reliable and timely data available to inform decisions and improve performance of services</li> </ul>	
<b>Key achievements in last 3 months</b>		<b>Expected delivery over next 3 months</b>
<ul style="list-style-type: none"> <li>• Externally conducted Gateway Review completed and recommendations made for taking the Smarter Working Programme forward</li> <li>• The roll out of tablet devices to Social Care staff has been completed.</li> <li>• Commencement of Smarter Working approach being deployed at Lawn View House.</li> <li>• Technology partner appointed to develop a new and integrated business reporting and intelligence system for the Council</li> <li>• The new, streamlined County Council website launched, following user testing with members of the public. The website features a responsive design to make it easier to use on mobile phones and tablets and creates a solid platform to shift services on-line to save money and improve customer access.</li> <li>• New Social Media policy implemented to enable a more strategic approach to customer engagement.</li> </ul>		<ul style="list-style-type: none"> <li>• Plans to produce a five year property asset management plan, working with Property and managers from across services, incorporated into the scope of the Smarter Working Programme</li> <li>• Roll out of Lync telephony across all main administrative buildings</li> <li>• Commencement of the ‘discover and design’ phase of the Business Reporting and Management Information (BRMI) project, including the production of initial project plan and identification of high level business requirements</li> <li>• Authentication tool in place to validate the eligibility of on-line applicants for things such as concessionary travel passes and waste permits etc. The tool will enable the channel shift of these and other key customer journeys.</li> <li>• Consultation with key stakeholders undertaken and a model developed for the future delivery of business support services across the Council.</li> <li>• Developed an agreed Council-wide approach and action plan for cost effective customer access based on a single front door and maximised use of digital channels supported by the Customer Services Centre.</li> <li>• Consultation on a draft Workforce Development Strategy commenced.</li> </ul>
<b>Key risks to delivery</b>	<ul style="list-style-type: none"> <li>• Staff embracing new ways of working and be more flexible in how and where they work</li> <li>• Staff and customers making the best use of new tools and technology</li> <li>• Complex partnership arrangements across Nottinghamshire.</li> <li>• The local property market will affect the ability to reduce the Council’s property estate</li> <li>• Insufficient business engagement leading to delayed and / or weak business requirements definition in respect of performance reports.</li> </ul>	