

## Redefining Your Council – Adult and Health Portfolio as at March 2016

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| <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>• Positive feedback from a recent peer review that reported the vision for the future of adult social care is widely understood and being delivered in practice.</li> <li>• A Development Programme for Team Managers has been coproduced with managers across the department to support the management of the Adult Social Care Strategy and new ways of working.</li> <li>• A new and improved 'Nottinghamshire Help Yourself' website, an online directory of support available in Nottinghamshire has recently been re-launched with better searching facility to help resolve queries as early as possible using local resources.</li> <li>• District plans have been completed in each area to respond to the challenges of increased demands and pressures in front line teams. These plans include the roll out of social care clinics and scheduling.</li> <li>• A range of tools to support staff in new ways of working has been developed including a practical toolkit on setting up social care clinics and a draft profile to guide staff to choose the most appropriate and proportionate method of assessment.</li> <li>• The online carer's assessment has gone live for public use at the front end and offers a more convenient, flexible and efficient way of accessing services.</li> <li>• April Adult Social Care and Health (ASCH) Committee has approved the Council to sign the Mid-Nottinghamshire "Better Together" Alliance Agreement and to become a Full Member of the</li> </ul> |   | <ul style="list-style-type: none"> <li>• Team Manager training launched in September and to roll out over the next 6 months.</li> <li>• New performance dashboards for team managers to measure the outcomes of their teams.</li> <li>• Clinics will be rolled out to all district teams for assessments and reviews and the criteria for clinics will be extended further. Other partners including the voluntary and community sector to be invited to take part in the clinics to find a wider range of support.</li> <li>• The scheduling of appointments pilot is being rolled out to all older adults occupational and social work teams and will be completed by the Autumn of 2016.</li> <li>• Review of support plan and practice of support planning to improve outcomes, promote independence and manage demand through offering a wider range of support.</li> <li>• Project launched to improve the resolution of queries from existing customers using social care. Currently queries get sent out from the customer services centre to the district teams for their attention. The project will aim to resolve 20% of these queries at the front end, which will reduce the work load of district social care teams and provide a speedier resolution to the customer's query.</li> <li>• On-line carer's assessment will be rolled out to all teams and the online review of carer's needs will also go live.</li> <li>• Agreed plan for joined up teams with health and social care in South Nottinghamshire, following from an evaluation suggesting that the remit of the teams should be expanded across all GP practices.</li> </ul> |

## Appendix B

Alliance. A few late changes to the Agreement mean that a Deed of Variation is required before NCC can sign it. Discussions have continued to develop the models of integration with Health partners in Bassetlaw and South Nottinghamshire.

- More co-located hospital discharge team arrangements have maintained minimal delayed transfers of care, which has kept those delays attributable to social care below the national average.
- “Reduction in residential admissions” has been chosen as one of the seven outcome targets for 2016/17, for all Mid-Notts “Better Together” partners to achieve together. The County Council will lead this work.
- The Department was successful in achieving a research bid worth £20k from the Local Government Association, to evaluate the benefits and impact of having a social care worker within integrated care teams.
- Initial work has commenced to develop the Sustainable Transformation Plan across Health and Social Care partners in Nottinghamshire (Mid and South Nottinghamshire) and South Yorkshire (Bassetlaw with four other metropolitan areas from South Yorkshire).
- A campaign has been launched with health partners, to raise the profile of the new social care offer based on the shared principle of keeping people independent and promoting self-care.
- A full analysis of the revised statutory guidance to the Care Act 2014 found that majority of the changes within the revised guidance are not of major significance, but where there are more significant changes (e.g. the principal social worker role) action has been taken.
- Public Health completed soft market testing and extensive stakeholder consultation for provision of 0-19 integrated Healthy Child Programme and Public Health Nursing Service.
- A stakeholder engagement group including CCGs and Public Health England has been set up.
- A multi-partner Steering Group (including young people) worked to develop an implementation and commissioning plan for the Young People’s Health Strategy.

- An evaluation of the benefits and impact of closer alignment across Occupational Therapy services, Intermediate Care / Reablement and referral management across health and social care.
- There will be further development of the integration partnerships with health being discussed in Bassetlaw and Rushcliffe.
- Work will have commenced with Mid-Nottinghamshire partners to develop the plan to meet the outcomes target for “reducing residential care admissions”.
- Completion of policy review and staff guidance in relation to Delayed Transfers of Care.
- Further roll-out of the campaign with key health partners to enable them to understand what the Adult Social Care strategy means for them in practice and the role that partners can play. This will include targeted letters to health professionals who recommend a care home before a social care assessment.
- Completion of the Sustainable Transformation Plans with partners for Nottinghamshire and South Yorkshire (Bassetlaw element) – due 30.6.16 with NHS England.
- Commence the procurement process for the 0-19 Healthy Child Programme and Public Health Nursing Service.
- Agree with partners a prioritisation framework for future allocation of public health budget.

**Key risks  
to  
delivery**

- Managing demand for services when there are increasing pressures from rising demographics and increased responsibilities from legislation.
- Maintaining service quality as much as possible in the face of falling budgets and the continued need to find savings.
- Maintaining care provision in the face of increased costs and problems with staff recruitment and retention.
- Enabling alternatives to paid support through the development of community based support in order to reduce demand.

## Redefining Your Council – Children’s & Culture Portfolio as at March 2016

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| <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</b>  |  | <b>Expected delivery over next 3 months</b>   |
| <ul style="list-style-type: none"> <li>• Extensive consultation on the proposed design of the new Sherwood Forest Visitor Centre</li> <li>• Members approved the start of the procurement process for a partner to run the commercial offer at Rufford Abbey Country Park</li> <li>• Official start of Inspire, the new culture, learning and libraries company</li> <li>• Decision taken to extend Social Work Support Officer model pilot across frontline social work teams, for a further 12 months to March 2017.</li> <li>• New forms for Single Assessment implemented to reduce duplication and simplify assessment processes and project closed.</li> <li>• New Fostering Services structure consulted upon and agreed by Children and Young People’s (CYP) Committee.</li> <li>• New Fostering payments structure consulted upon and agreed by CYP Committee.</li> <li>• Staff consultation for the Integrated Children’s Disability Service structure complete</li> <li>• Integrated Children’s Disability Service structure agreed at CYP Committee.</li> <li>• enabling for the Integrated Children’s Disability Service structure complete</li> </ul> |  | <ul style="list-style-type: none"> <li>• Planning permission submitted by the Royal Society for the Protection of Birds (RSPB) for the new Sherwood Forest Visitor Centre</li> <li>• Information event for potential partners to run the commercial offer at Rufford Abbey Country Park</li> <li>• New Fostering Service structure implemented along with new payments structure for foster carers.</li> <li>• Review of Term &amp; Conditions for all Fostering fee-paid schemes to ensure equality across all contracts and that the service offer meets demand.</li> <li>• Completion of LEAN+ reviews of business processes in Adoption and Fostering, with an associated issues and recommendations report.</li> <li>• Review of commissioned provision within Provider Services, including options for further residential block contract opportunities.</li> <li>• Transitions strategy for young people with disabilities as they move from Children’s to Adults Services endorsed by relevant boards across Education, Health and Social Care including parent forums and young people’s groups</li> <li>• Review of in house Integrated Children’s Disability Services including</li> </ul> |

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| <ul style="list-style-type: none"> <li>• 'Ask Us', the new Information, Advice &amp; Support service for Children and Young People with disabilities launched in line with the SEND Reforms.</li> </ul> | <p>Occupational Therapy commences.</p> <ul style="list-style-type: none"> <li>• Education, Health &amp; Care Plans built electronically (Phase 1 of the ICT work to enable colleagues within the Integrated Children's Disability Service to case record and report on the same system).</li> </ul>  |
| <p><b>Key risks to delivery</b></p>   | <ul style="list-style-type: none"> <li>• The higher thresholds for the new Family Service impacts on demand for Children's Social Care.</li> <li>• The phased build to MOSAIC to enable colleagues within the new ICDS staff structure will not be fully complete until September 2017 and this will impact on the team's ability to have full case recording and reporting functionality.</li> <li>• The announcement that G4S are selling off their Children's Services may impact on the Council's ability to extend the residential block contract.</li> <li>• Foster carers are under pressure as much activity has been focussed on the services they provide and how they are compensated.</li> </ul> |

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| <p><b>Progs.</b></p>  | <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> |   |
| <p><b>Benefits to be delivered</b></p>  | <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>  |   |
| <p><b>Key achievements in last 3 months</b></p>   |   | <p><b>Expected delivery over next 3 months</b></p>  |
| <ul style="list-style-type: none"> <li>• Conclusion of local negotiations on the proposed North Midlands Devolution Deal.</li> <li>• Prioritisation of capital schemes for inclusion in the Local Growth Deal, round 3 process.</li> <li>• Property Joint Venture legal documents developed; positive outcome from Local Partnership health check; TUPE measures letters issued to transferring staff; SCAPE Board approval obtained</li> <li>• Redesign work undertaken on new Corporate Transport Solutions service and new Transport Solutions Service in Place.</li> <li>• Progress in strengthening and building capacity in the voluntary and community sector – six work streams have been defined and developed, including addressing the volunteering gap, creating active participation and co-ordinated community development.</li> <li>• Highways Company name agreed (Via) and Cornwall Council final approval confirmed.</li> </ul> |   | <ul style="list-style-type: none"> <li>• Agreement with Nottinghamshire partners on the way forward given the failure to secure a devolution deal and combined authority with Derbyshire partners.</li> <li>• Further consideration / negotiation of devolution options with Nottinghamshire partners and the D2N2 LEP.</li> <li>• Agreement and publication of a Nottingham and Nottinghamshire Economic Growth Strategy.</li> <li>• Property Joint Venture – All legal documentation, including service contract and shareholder agreement completed; Arc Partnership commences operation; staff move to new accommodation. Interim Managing Director appointed.</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 Service in operation and new operating model in place.</li> <li>• Development of a model of facilitation which encourages action in local communities for example to reduce loneliness and isolation.</li> <li>• Via Terms and Conditions agreed and finalised. Contracts finalised and signed.</li> <li>• Final mobilisation preparation undertaken prior to Via go live, including communications with key stakeholders.</li> </ul> |

**Key risks  
to  
delivery**

- Using new operating models which are previously untested by the Council
- Ensuring integrated services meet the different needs and strategies of all organisations involved
- Ensuring there is a collaborative approach across key stakeholders to effect economic and community development
- Protecting service quality as much as possible in the face of reduced budgets
- Property JV- Timescales remain a challenge due to complexity of project
- Change of service delivery model causes diversion of resources and focus away from other priority work areas as identified above

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| <p><b>Progs.</b></p>   | <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> |  |
| <p><b>Benefits to be delivered</b></p>   | <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>  |  |
| <p><b>Key achievements in last 3 months</b></p>  |  | <p><b>Expected delivery over next 3 months</b></p>   |
| <ul style="list-style-type: none"> <li>• Lync telephony system rolled out for Lawn View House, Sherwood Energy Village, Prospect House, Sir John Robinson House, Chancery Lane and Chadburn House.</li> <li>• Phase 1 of the Asset Management Plan project completed. Engagement with services to determine property need for the development of a long terms asset management plan.</li> <li>• Business Reporting and Management Information (BRMI) technology partner on site, project team set-up and equipped, work completed on discovery phase of project, work started on overall data warehouse design.</li> <li>• Launch of a number of online customer journeys</li> <li>• Alpha version of the intranet built to test the new Information Architecture and refreshed design</li> <li>• Workforce Strategy Developed for approval by Personnel Committee and then Policy Committee. Consultation involved Corporate Leadership team, Director’s Business Forum and recognised trades unions.</li> <li>• Working group established to agree a framework for commissioning to be used as a standard for all commissioning decisions.</li> <li>• Corporate Services review underway.</li> </ul> |  | <ul style="list-style-type: none"> <li>• Introduction of a clear desk protocol at Lawn View house</li> <li>• 1,000 Blackberry phones to be replaced by Smartphones</li> <li>• Technical pilot for Audio Visual equipment completed</li> <li>• ICT move to Trent Bridge House (TBH) and HR to County Hall.</li> <li>• Rushcliffe Day Centre cleared and staff moved to TBH.</li> <li>• Asset Management Plan: refine proposals from services and assess whether they meet the objectives of achieving a sustainable property estate</li> <li>• Commencement of the development phase of the BRMI project. Data warehouse design completed and agreed, development work started on the warehouse and associated reports, planning begun for testing phases.</li> <li>• New, streamlined Intranet to go live after full testing. This will include an improved structure and search facility and an ability to be used on any mobile device.</li> <li>• Highways fault reporting customer journey to launch with enhanced functionality</li> <li>• Social media training delivered for key services</li> <li>• Savings plan established for the next phase of digital delivery with agreed approach to delivery of customer journeys</li> <li>• Workforce Strategy approved by Personnel and Policy Committees.</li> <li>• Detailed plans for implementation of the strategy being developed with Group and Team Managers as part of the Leadership Development programme. Events with staff being planned for the autumn.</li> <li>• Roll out of Social Work Support Pilot as part of a potential model for business support across the Council</li> </ul> |

## Appendix B

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|                              | <ul style="list-style-type: none"><li>• Consultation on the commissioning framework commenced.</li><li>• Commencement of the 'discover and design' phase of the Corporate Services review, including fact finding, detailed data collection and initial gateway review to map the current position. In parallel, best practice case studies and initial desk based research to be undertaken to provide an evidence base to assess against future model option/s identified to reform Corporate Services</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>• Resistance to the introduction of new digital tools</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><li>• Unwillingness of staff and/or customers to provide key datasets and/or engage in the mapping of Corporate Services provision will delay project timescales and impact upon the design of the most cost effective and commercially viable model/s for future delivery</li></ul> |