

Redefining Your Council – Adult and Health Portfolio as at September 2016

Progs.	<ul style="list-style-type: none"> • Adult Social Care Strategy & market development – preventing & reducing care needs by promoting independence • Integration with health – implementing joined-up working practices and initiatives with health • Public Health Outcomes – working with key stakeholders to establish how to allocate the current budget • Care Act Implementation – implementing the changes needed for the next stage of the Care Act • Direct Services Provision – developing different ways of delivering services 	
Benefits to be delivered	<ul style="list-style-type: none"> • 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) • Better and more joined-up working with partners (e.g. health) to improve outcomes for service users • More efficient, flexible and mobile staff by using technology to maximise staff time and help manage demand • Providing services that are creative, sustainable, value for money and legally compliant 	
Key achievements in last 3 months		Expected delivery over next 3 months
<ul style="list-style-type: none"> • Development of Nottinghamshire's Sustainability and Transformation Plan (STP). The STP sets out how public sector organisations will work together over the next five years to close current gaps in Health and Wellbeing, Care and Quality and Finances. • The support plan, the tool used to plan the care and support required by individuals, has been re-developed to improve support planning with service users. It is outcomes based and looks for opportunities to maximise people's independence. The process has been co-produced with service users, carers and staff. • A new community independence worker role has been designed to help maximise people's independence by linking them to support available in their local community. Recruitment to these posts will take place shortly so that this work can progress further. • Ways have been identified to further improve working practice in Learning Disability services. This includes establishing a team of Promoting Independence Workers who will work directly with individuals to help them improve their independent living skills and to access the community independently. • Productivity has increased by 13% in older adults services through the use of new ways of working. These include: staff being able to work in a more mobile way by using tablets; the scheduling of appointments for individuals earlier in the customer pathway; the increased use of social care clinics and the introduction of a hub working model that means that different pieces of work are completed by different people to free up assessment capacity. This means that waiting lists have been 		<ul style="list-style-type: none"> • Submission of STP and embedding of the promoting independence and self-care approach in the STP Workstreams. • Training for Managers on how to use the new support plan to be rolled out with additional training for staff due in early 2017. • Training for frontline staff on risk assessments to ensure people are supported to live independently and allowed to take risks while being protected from significant harm. • Start work on the progression model, which identifies opportunities for people with a learning disability to progress towards a greater degree of independence. • A review of the Ways of Working programme will be undertaken to look at where greater benefits can be achieved and what else can be done to help people work more effectively. This will include opportunities to expand the scheduling of appointments, greater use of mobile devices in different settings and work to ensure that an enquiry is resolved at the earliest opportunity for individuals. • A trial of the Three Tier model to test out benefits. This model looks at having three conversations with people when they first enquire about care and support. The first conversation is around how we can help people to help themselves, the second is how we can help people for only as long as they need it and then a third conversation about ongoing support that is needed and how independence can be maximised. • Greater Nottingham Health and Care system will have an agreed joint missions / values statements and performance measures for the integration programme commencing within the Rushcliffe Vanguard area.

reduced, people can be seen in a timelier manner and increases in demand area such as safeguarding can be supported.

- Scheduling of appointments rolled out to three Older Adults Social Work Teams and in Rushcliffe, Newark and Gedling Social Care Clinic Appointments can be booked in this way. As a result additional clinic appointments have been made available in Gedling to meet the demand for this new service.
- The Smart Ideas, staff suggestion scheme continues to provide ideas on how services could be improved. A recent suggestion that has been taken forward from a member of staff was an idea on creating an information leaflet for patients in hospital about Social Care, the number of options available and how to maintain independence. This is now being included as part of a wider communication campaign with Health colleagues in hospitals.
- The procurement process for the 0-19 Healthy Child Programme and Public Health Nursing Service was completed, with engagement from a panel which included CCGs and Children's Services. This new service will bring together care provided from Health Visitors and School Nurses as well as the Family Nurse Partnership Programme (for first time teenage mums) and the National Childhood Measurement Programme (which measures and weighs children at Reception and in Year 6).

- To have an agreed programme of sharing adult social care information for Nottinghamshire with our health partners for the purpose of delivering direct care.
- In Mid-Nottinghamshire, the Integrated Discharge Review will have been completed with a recommended option for implementation, to improve how people in hospital are supported as effectively and seamlessly as possible to get home and be able to remain at home safely.
- From the 31st October all older adults' occupational therapy teams across the county will offer scheduled appointments. Auto scheduling of appointments means people get an appointment for an assessment booked much earlier than previously. Generally for teams that operate this system people are offered appointments within 14 days which is a significant improvement on the 28 day agreed target.
- A strategy and action plan to reduce residential admissions in Mid-Nottinghamshire will have been produced and approved by all Better Together Alliance partners.
- Take forward identified areas where further integration between Health and Social Care across Nottinghamshire could contribute towards better outcomes and future savings. One area identified is a focus on the best pathways for service users on discharge from hospital.
- Approval sought from ASCH Committee for the reconfiguration of all the social care resources in Mid-Nottinghamshire and Bassetlaw which support people to recover their independent living skills. These staff are currently line-managed by a number of teams and the reconfiguration proposes to join these teams together to avoid being fragmented and to be responsive to demand. The reconfiguration will create a new Short Term Independence Service (STIS). Consultation has been held with staff to share information and determine next steps as well as success factors with the view to implementing the new STIS in the next quarter.
- Award contract and commence the mobilisation phase of the 0-19 Healthy Child Programme and Public Health Nursing Service in preparation for the new integrated service commencing from 1 April 2017, in order to ensure a smooth transition.

Key risks to delivery	<ul style="list-style-type: none">• 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.• Assessing impacts and ensuring that local adoption of nationally proposed health models support the Adult Social Care strategy and do not increase demand for social care services.
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Redefining Your Council – Children’s & Culture Portfolio as at September 2016

Progs.	<ul style="list-style-type: none"> • Integration of Family Support Services – delivering locality focussed support to children and families • Improving Outcomes for Children and Young People with Disabilities – developing an integrated approach across social care, education and health • Integrated Commissioning of Children’s Health Services – an integrated approach to community health services • Transformation of Children’s Social Care – 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 • Cultural Services Transformation – redesigning services and using alternative service delivery models 	
Benefits to be delivered	<ul style="list-style-type: none"> • Easier access to services in the right place, at the right time, with seamless transitions between services • Maintaining good quality services, maximising resources, reducing unit costs and being legally compliant • Working better with partners – reducing the need for families to continually repeat the same information • 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 • Delivering services in different ways to make them more sustainable 	
Key achievements in last 3 months		Expected delivery over next 3 months
<ul style="list-style-type: none"> • Planning permission submitted by the RSPB for the new Sherwood Forest Visitor Centre. • Potential partners for commercial offer at Rufford Country Park continued to refine their proposals and submitted their final tenders. • Process efficiency reviews (Lean+) have continued across Fostering and Adoption services. • Project mandate and initial business case has been produced to set up the Remodelling Children’s Care project. This project aims to deliver savings across Children’s Services by taking a whole-system model approach, considering how services can be delivered in a way that meets the needs of Nottinghamshire children and young people (CYP) and also delivers best value for money. • The new Integrated Children’s Disability Service (ICDS) staffing structure became operational in September 2016. It has been agreed to close the Improving Outcomes project as key outcomes and savings identification has been achieved earlier than planned. Phase 2 workstreams have been closed or transferred to the service as business as usual. The Short Breaks workstream has been transferred to the Remodelling Children’s Care project for 		<ul style="list-style-type: none"> • Newark and Sherwood District Council’s Planning Committee meet to discuss the proposals for the new Sherwood Forest Visitor Centre. • Contract awarded to a partner to run the commercial offer at Rufford Abbey Country Park. • Following efficiency reviews, priorities for process redesign in Fostering & Adoption Services continue to be progressed. These include a significant reduction in dependence on paper documentation, by introducing OneSpace sites; digitising paper and microfilm documentation; and introduction of a tablet pool to ensure opportunities for mobile working are maximised. • Review of all Fostering fee-paid schemes to ensure that the service provision meets demand and that the service offer is equitable across the different groups of foster carers. The review will capture the current position and compare this with the needs of CYP coming into care, to inform recommendations for specialist fostering provision which will improve outcomes for CYP and ensure the service maximises value for money. • Development of business cases within the Remodelling Children’s Care project remit. This will include a review of the way we commission

<p>continuation.</p> <ul style="list-style-type: none"> • The multi-agency Transitions Protocol and Pathway has been approved by 12 senior boards across NCC children's and adults services, education and health, as well as parent forums and young people's groups and was formally endorsed by Policy Committee in September. Individual services, organisations and schools have been asked to pledge their support to the new protocol to support young people with disabilities to prepare for adulthood. • Eight events were held for 530 colleagues and key partners to explain the key changes to support for children & young people with disabilities including the launch of the new ICDS service, the new transitions protocol & pathway and the new information, advice & support offer, Ask Us Nottinghamshire. Information was also shared with children, young people and families at two Family Information Events in October half term. Press information has been circulated and the changes have been communicated widely. NCC webpages have been updated to reflect the changes. 	<p>provision for CYP, and reviews of the support we provide to CYP on the edge of care, in care, and leaving care, to identify potential savings up to 2020/21.</p> <ul style="list-style-type: none"> • A plan will be developed to address the current CFCS budget overspend which will include a review of Looked After Children; A review of Special Educational Needs Home to School Transport; a whole Department budget review.
<p>Key risks to delivery</p>	<ul style="list-style-type: none"> • There is a significant amount of project work being developed in this portfolio, which will have interdependencies and could impact on deliverability. • Foster carers are under pressure as much activity has been focussed on the services they provide and how they are compensated. • The higher thresholds for the new Family Service impacts on demand for Children's Social Care. • The delay to the MOSAIC upgrade will impact on the planned timescales for the Integrated Children's Disability Service to have full case recording and reporting functionality.

Redefining Your Council – Place Portfolio as at September 2016

Progs.	<ul style="list-style-type: none"> • Highways Transformation – changing the way the highways service is delivered to maximise quality and cost efficiencies • Transport – changing how transport services are delivered, focusing on partnership working and reviewing policies • Energy and waste – reducing energy use, increasing power generation from the Council’s estate and improving recycling • Alternative Service Delivery Model for Catering and Facilities Management – establishing the best delivery model • Economic Development & Combined Authority - shaping and responding to changes to the operating context for economic development (including proposals for a Combined Authority and a potential Devolution Deal) • Community Empowerment & Resilience - enabling Nottinghamshire communities to be more empowered and resilient in order to delay or prevent the need for public services intervention 	
Benefits to be delivered	<ul style="list-style-type: none"> • Better value for money and more sustainable services by moving services into different delivery models • Improved customer satisfaction and quality of services • Reduced duplication, improved processes and maximising opportunities of new technology – more efficient services • Delaying and preventing the need for services and providing services at lower costs by working more closely with partners • Increasing economic growth and improving economic prosperity in Nottinghamshire • Reducing the Council’s carbon footprint and becoming more energy efficient 	
Key achievements in last 3 months		Expected delivery over next 3 months
<ul style="list-style-type: none"> • Submission of consultation response on proposals to extend the Sheffield City Region Combined Authority • Submission of consultation response on the proposed Derby-Nottingham Metro Strategy • Inclusion of Nottinghamshire Town Centre Programme bid to D2N2 Local Enterprise Partnership (LEP) for the Local Growth Deal • Notification received that the County Council will be managing a £2m D2N2 wide grant scheme for the European Social Fund Careers Local project to support schools to improve employability outcomes for young people aged 15-19 who are at risk of being Not in Employment, Education or Training (NEET) • The £7.25m ERDF Digital Business Growth Programme was approved to proceed to contracting. It will deliver a bespoke business support programme enabling 870 business beneficiaries (100 new start-ups) to explore and introduce new and emerging ICT products / services to their business • Business Rates Pool funding of £300k secured (from 23 Sept Economic Prosperity Committee (EPC)) to make the three Nottinghamshire Innovation Centres attractive to new/existing tenants and to future-proof the offer 		<ul style="list-style-type: none"> • Awaiting the outcome of the Secretary of State’s decision on Bassetlaw District Council joining the Sheffield City Region Mayoral Combined Authority • Decision on success of Local Growth Deal bids • Announcement confirming the Eastern leg of HS2 including East Midlands Hub at Toton • Approval of Emerging Midlands Connect Strategy report • Conclusion of Veolia’s proposal for the treatment of Mansfield and Ashfield residual waste, which was approved by Environment & Sustainability Committee on 21st July, is expected to reach financial close by the end of 2016 • Recruitment of three neighbourhood coordinators to deliver an Age Friendly Nottinghamshire approach and identification of priority areas for intervention • The relationship between Via EM & Notts County Council will continue to be embedded, including the development of their business continuity and disaster recovery plan, an exit plan detailing the arrangements that will be put in place should the Via EM contract terminate for any reason and the production of a medium term plan setting out the service provision priorities for the first three contract years

<ul style="list-style-type: none"> • First permanent Chief Executive recruited to Marketing Nottingham and Nottinghamshire (the Place Marketing organisation for the county and city). So far in relation to Inward Investment, 10 projects have been converted, yielding 542 jobs in Nottinghamshire • Midlands Connect Strategic Board approval of the Picking up the Pace report by Midlands Connect. This report identifies ways to plan future infrastructure developments to maximise economic growth opportunities • Property Joint Venture (Arc) Permanent Managing Director appointed • Fully implemented the Recycling Centre Registration Scheme and commenced targeted enforcement at problem sites • The new Waste Transfer Station in Kirkby in Ashfield, to facilitate the Veolia Mansfield and Ashfield residual waste treatment solution, has commenced construction • A contract management team has been established within the Transportation and Highways Group which is responsible for monitoring the quality and cost effectiveness of works and services undertaken by Via EM on behalf of the Authority. Formal governance arrangements have also been established. • The performance management framework for the Via EM contract has now largely been agreed. The framework comes into effect from the 1st April 2017 • Transport & Travel Services have been working with client departments to understand and manage demand to ultimately feed into a refreshed delivery model within the Transport Solutions Service 	<ul style="list-style-type: none"> • Transport will further work with client departments, primarily Childrens Families & Cultural Services (CFCS) Department, to help to understand the budget required to deliver transport and to work with the service to promote independence
<p>Key risks to delivery</p>	<ul style="list-style-type: none"> • 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 • Satisfying the pre-contract conditions associated with the D2N2 European Structural and Investment Funds programme • Government's decision on Sheffield City Region Combined Authority may have significant service delivery implications for the County Council • Change of service delivery model causes diversion of resources and focus away from other priority work areas as identified above

Redefining Your Council – Resources Portfolio as at September 2016

Progs.	<ul style="list-style-type: none"> • Smarter Working – changing attitudes towards the workplace and supporting staff to be more efficient and flexible • Customer access and digital development – designing digital tools that better meet the needs of customers • Workforce development – developing employee skills to help them respond to the new working environment • Performance management and benchmarking – better management information to feed decision-making • Integrated commissioning and procurement – aligning the approach to these areas plus contract management • Reform of corporate services and functions – reviewing corporate support functions and determining the best model 	
Benefits to be delivered	<ul style="list-style-type: none"> • Quicker and easier access to services and information by delivering a significantly improved website • Costs savings arising from fewer Council-owned buildings • More agile, flexible and productive staff – better outcomes for customers and value for money • Better partnership working with other organisations – improving outcomes for customers and value for money • Reliable and timely data available to inform decisions and improve performance of services 	
Key achievements in last 3 months		Expected delivery over next 3 months
<ul style="list-style-type: none"> • Multi Agency Safeguarding Hub (MASH) and Adult Access Service moved into new accommodation • Modelling tool produced to evaluate options for a reduction in the number of office bases • Asset Management workshops undertaken with Departments in order to consider options for new ways of working and options for reduced property need. This will help to formulate options for the size and shape of the future property portfolio. Members reference group updated on progress • Development of the data warehouse within the Business Reporting and Management Information project completed. • Final testing of Beta version of new intranet before going live in quarter 3 • Planning for new approach to digital transformation undertaken • Redraft of Strategic Management Framework underway • Significant progress made on the 5 work packages for phase one of the Corporate Services Review 		<ul style="list-style-type: none"> • Request for capital funding submitted to Capital Asset Management Group (CAMG) to further embed and facilitate flexible working across the Council • Evaluated options for the reduction in the office estate completed • An action plan for the non-corporate office estate will be developed and a report presented to the Corporate Leadership Team (CLT) on proposals for the corporate office estate. This is required to formulate an overall long term asset management plan • Workshops to take place with managers as part of the Leadership Development Programme to create workforce strategy implementation plans for discussion with employees as part of the Chief Executive Roadshows in the new year • Continued development of performance reports in preparation for the go live of the Framework Upgrade the refreshed Business Reporting and Management Information system. • Beta version of intranet launched with refreshed contacts directory • Pilot of new digital transformation approach undertaken • First draft of Strategic Management Framework to be prepared for consideration by CLT in January 2017 • Report on the outcomes and recommendations from phase one of the Corporate Services review will be considered initially by CLT in December

Key risks to delivery	<ul style="list-style-type: none">• Staff embracing new ways of working and be more flexible in how and where they work• Resistance to the introduction of new digital tools• Complex partnership arrangements across Nottinghamshire.• The local property market will affect the ability to reduce the Council's property estate
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