



## Public Service Transformation Network

### Surrey Joint Statement of Intent (DRAFT)

#### Background

Government is encouraging all areas to develop their own reforms to local public services. To support these developments and to build on the four Whole Place Community Budget pilots a multi-agency Public Service Transformation Network is being established to work directly with local areas to co-design practical reforms to deliver better outcomes at lower cost and to boost growth.

This statement sets out the commitments of the partners in Surrey and the Network partners in working together to transform local public services.

#### Vision

Partners in Surrey have a shared ambition to transform services and outcomes for Surrey residents, improving quality of life. Across the public sector, services will shift from providing reactive, and often high cost services, towards prevention and earlier intervention underpinned by effective enforcement as necessary. Services will cost less, provide better outcomes and thereby deliver better value for money.

We will achieve this through our joint commitment to transcend organisational boundaries and integrate services in a way that drives improvement across the whole area. We will organise our services to be more responsive to the needs of residents.

#### Objectives

The following high-level objectives will drive the programme in Surrey.

- Provide services that make a genuine difference to people's lives, improving outcomes for Surrey residents.
- Shift the balance of resources away from reactive and acute services to early help and preventative services.
- Reduce duplication and waste delivering better value for money.
- Accelerate further progress towards effective integration of public services.
- Develop collaborative leadership for transformation across the range of partner organisations in Surrey including an effective approach to culture change.
- Focus on solutions, continuous improvement and learning.
- Share knowledge and expertise with others.

#### How the objectives will be delivered

Delivery will take place through a programme approach, initially with six key strands of work. The strands will be mainstreamed as the core transformational activity of the county council and its partners.

- **Emergency Services Collaboration.** This strand intends to transform the way the emergency services in Surrey work together, with the joint aims of improving performance and responding to the changing pattern of demand, and reducing costs by removing overlaps between the services. It will focus on five areas: the potential for a single control and dispatch function across the emergency

services; developing a combined Civil Contingencies Unit; combined operational response for certain incident types and in specific areas; joint operational support and back office functions; and a joint prevention programme. Sussex Police and East Sussex and West Sussex Fire and Rescue Services have also agreed to work with the project team to investigate the potential to expand this approach across both Surrey and Sussex.

- **The Surrey Family Support Programme.** The Surrey Family Support Programme has already established a new model of collaborative working which improves the effectiveness and efficiency of partnership working and early interventions with families. This proposal will build on the work already underway by radically redesigning and implementing a new integrated service that scales up the current model for 1,050 troubled families to include up to 7,000 families, households and individuals with multiple and complex needs.
- **Health and Social Care Integration.** This strand will develop Surrey's Health and Social Care Collaborative, which will deliver integrated primary and community health and social care within a local context of support from families, friends and communities. As an integral part of the move towards local joint commissioning with clinical commissioning groups and district and borough councils, the collaborative will deliver action plans for each CCG area for the Integration Transformation Fund. This will incorporate the work with providers to deliver 24/7 services avoiding unnecessary admissions and readmissions, and ensuring people go home from hospital in a safe and timely way.
- **Better Use of Public Sector Assets.** This strand will aim to give additional impetus to existing work on rationalisation of the public estate in Surrey to reduce its overall size and cost, improve the efficiency of use, generate capital receipts, and facilitate co-location of services and front and back offices across the county to support regeneration. This will include collaboration with the Government Property Unit. This strand will act as a key enabler for several other strands.
- **Young People's Participation and Skills for Employment.** This strand will achieve full participation for young people to age 19, through integrated local learning opportunities informed by the needs of employers and young people, drawing together national and local programmes. This will be supported by integrated impartial information, advice and guidance informed by the needs of employers, working with employer networks and Local Enterprise Partnerships. Work with schools, colleges, training providers and employers will help shape the proposals and business case for change.
- **Transforming Justice.** This strand is at an early stage of development. Engaging the courts, Crown Prosecution Service, prisons and drug and alcohol services, our focus will be on developing models for more integrated working and case co-ordination to reduce offending and reoffending, reducing costs to the police and criminal justice system.

Each strand has a strategic sponsor and a lead officer, supported by a project team, reporting in to existing local partnership bodies.

Programme-level governance will include a monthly Strand Leads meeting with the county council Chief Executive, providing an opportunity to report across all six strands, share barriers and constraints, provide challenge on ambition and progress, and understand and co-ordinate upcoming work.

At strategic level, the Public Service Transformation Forum will bring together senior colleagues from the major public sector partners engaged in the programme in regular (at least quarterly) workshops. The Forum will ensure partners are engaged across the whole programme. The Forum will also consider how the implications of transformation

for people working in the relevant organisations across Surrey can be promoted as a contribution to securing the necessary culture change.

Further co-ordination of delivery will take place through the Surrey Chief Executives group, which includes the Chief Executives of all 12 local authorities in Surrey along with the Chief Constable. The Surrey Leaders group includes the Leaders of all 12 Surrey local authorities and will ensure alignment across the two tiers of local government.

A programme office will be established to co-ordinate communications, oversee progress and ensure that benefits are being realised. This will include monthly communications to all key stakeholders, and acting as the central point of contact with the Network.

## Resources

Within the county council, the work on each strand will be led from within the relevant directorate. Rather than providing secondees to a separate programme team, the programme forms part of the mainstream delivery for each directorate.

Resources contributed by Surrey County Council:

- **Programme Team** (3.0 FTE): 1.0 FTE Senior Manager, 1.0 FTE Programme Manager/Officer, 1.0 FTE Graduate trainee
- **Emergency Services Collaboration** (2.75 FTE): 0.25 FTE Senior Manager, 1.0 FTE Service Specialist, 1.0 FTE Programme Officer, 0.5 FTE Business Analyst (NB additional resources will be required to take the programme through to implementation)
- **Family Support Programme** (5.0 FTE): 1.0 Senior Manager, 1.0 Senior Practice Lead, 2.0 Programme Officers, 1.0 Administrative Officer (NB these resources represent those dedicated to the current programme, and more resources will be required to scale up as the business plan develops)
- **Health and Social Care Integration (including Dementia Friendly Surrey)** (1.2 FTE): 0.2 FTE Senior Manager, 1.0 FTE Project Officer (NB the resources would be expected to grow as the programme develops)
- **Better Use of Public Sector Assets** (2.5 FTE): 1.0 FTE Senior Manager, 1.5 FTE Project Officers (NB further resourcing will depend on the extent to which the programme develops to support the integration of services based on the work of the other strands)
- **Young People's Participation and Skills for Employment** (2.3 FTE): 0.2 FTE Senior Manager, 0.5 FTE Project Officer, 0.5 FTE Policy Development, 0.1 FTE Finance, 1.0 FTE Project team (NB the resources would be expected to grow as the programme develops)
- **Transforming Justice**: this strand is at an early stage of development and resources have not yet been committed.

In addition, the following partners have committed resources at this initial stage:

- Surrey Police 1.5 FTE to the Emergency Services Collaboration strand.
- SECAMB 1.5 FTE to the Emergency Services Collaboration strand.

## Network resource requirements

The Network will assist local delivery through the following functions:

- Brokering discussions between local agencies and Whitehall Departments on policy and the use of resources, and to enable potential changes in support of the programme.
- Sourcing expertise and providing constructive challenge on the design and implementation of new delivery models and the appetite for risk among both central and local organisations.
- Acting as a single front door into national policy advice and best practice.

- Acting as a conduit through which Surrey can learn and receive evidence from other areas.
- Providing expertise through secondments from the Network within the Surrey team to undertake specific roles within individual strands.
- Sharing expertise and learning from the Surrey programme with other areas.
- In the longer term, key Surrey officers participating in future Network activities with other areas, contributing to and supporting the government's overall aim to drive public service reform more widely.

There will be regular contact and co-ordination through the Network link, David Clarke. Initial areas for support will include:

- Support to use the tools and techniques developed in the pilot areas, including financial modelling.
- Support and resources for cost benefit analysis and developing the business cases.
- Engagement approaches.
- Ongoing support for programme design and implementation.
- Support for the development of investment agreements between organisations involved in each of the strands.

### **Communications strategy**

Overall programme communications will be co-ordinated by the programme office. This will include providing information through public web pages, regular updates to key stakeholders and creating an online forum for communicating and sharing information.

Individual strands will take responsibility for communication about the development of their individual business case(s) with key internal and external stakeholders, including partners and central Government.

### **Key milestones and deadlines**

Our ambition is to align the development of business cases with the business planning cycle, so that savings identified can be included in financial planning for 2014/15.

To achieve this, outline business cases will be agreed at Surrey County Council's Cabinet on 22 October 2013, followed by the development of fuller business cases for February 2014 Cabinet at which recommendations for the build into the Medium Term Financial Plan (2014-19) will be agreed.

Each organisation within the programme has its own requirements for governance internally, and for reporting and scrutiny externally with regulators and central Government. Both at individual strand level and across the overall programme, we will attempt to align timescales for decision-making wherever possible, while recognising the complexities of co-ordination across a large number of partners.

A high level programme plan has been developed.

### **Key stakeholders and signatories**

All local public sector partners are involved in the programme. The governance structure uses existing partnership arrangements where possible.