Annex D - A new approach to partnership working in Surrey – draft ideas for discussion

1. Surrey County Council would like to invite all partners in Surrey to collectively develop a statement of partnership working that articulates our renewed commitment and focus to delivering outcomes for people in Surrey. To start the discussions, we have set out some areas that could be covered in a shared partnership statement, and we will work with stakeholders to develop these ideas further. We are also open to hearing about other ideas on how to take this forward.

2. The idea of a statement emerged through the extensive engagement with partners on the Vision for Surrey 2030. Taking the feedback on board, our proposal for a statement recognises that partnership working is critical for achieving the shared vision and that developing a genuine collaborative partnership culture is essential. The statement could build on existing partnership agreements such as, to name a few, the Surrey Compact, Surrey Health and Wellbeing Board, Surrey Heartlands Health and Care Partnership, Community Safety Partnership and the Surrey Waste Partnership.

3. Experience of partnerships in Surrey and elsewhere suggests that developing an agreed set of shared principles can act as a strong foundation for partnership working. Below is a list of some of the key principles typically adopted in current arrangements. We will discuss and refine these in discussion with partners:

   - partnerships work towards shared common goals, focused on outcomes
   - the contribution of partners is encouraged and valued
   - every partner is respected - they have equal right to be heard and involved in decisions affecting them
   - partners share and learn together
   - partners are honest about the difficult issues
   - trust is at the foundation of every partnership.

4. Through the engagement work a number of key shared areas of focus emerged. These would benefit from being discussed and developed further, but do provide a helpful starting point for potential shared objectives:

   - Intervene earlier and stop problems from escalating
     This means partners seek to prioritise early intervention and prevention work to identify issues before they escalate which should also avoid higher costs in the longer term. Having robust and shared evidence bases will help inform this approach.

   - Support community resilience, inclusivity and equality of access
     This means fostering safer, more inclusive and connected communities and actively supporting vulnerable and deprived residents. Partners should work with communities to encourage them to feel a sense of ownership and responsibility for those around them. And organisations should make accessing support easier and commit to the continuous improvement of equality of access.

- Deliver value for money
  Public services and other organisations have finite resources to respond to the increasing needs of residents. However, together we have the responsibility to deliver the best possible outcomes for residents. So despite these challenges we should commit to making best use of our resources, skills and talent to deliver value for money.

5. Through the engagement process partners identified the need to work differently to respond to our changing environment. Some key ideas emerged about the behaviours and structures that could better position us all for the challenges we are facing. For example:

- Establish a culture of place based leadership
  We should seek to encourage a culture of honesty, respect and collaboration across organisations and support organisational leaders to work across structural and cultural boundaries to deliver better outcomes for residents. Decisions should be taken at the most appropriate local level.

- Inspire a shared purpose
  We need to build understanding and awareness with communities of shared challenges and establish greater respect for residents through producing and investing in more genuine evidence based solutions that are based on stakeholder and feedback.

- Harness digital ways of working
  We should strive to embed an open culture that values, incentivises and expects digital ways of working, to help us design and deliver services that best meet people's needs

- Engage and collaborate early and often
  We should engage with each other early and often and collaborate to solve problems, reducing duplication and waste. We should engage residents and communities early on in decisions that affect them, and involve them in the design of solutions, using a commissioning approach which starts with a deep understanding of current experiences and needs

- Be transparent
  Partners should champion transparency and develop, use and share data and insights openly in order to secure better outcomes for everyone.