



## Public Service Transformation Network

### One Swindon: public service transformation through partnership Joint Statement of Intent (7 October 2013)

#### Background

Transformation through partnership is a key strategy for Government and for Swindon's local public services, in order to co-design practical reforms that will deliver outcomes better, at a lower cost, at the local level.

Following the four Whole Place Community Budget pilots, the Government is encouraging all areas to develop their own reforms to local public services. To support these reforms, the Government has developed a multi-agency Public Service Transformation Network. Swindon is one of nine local authority areas chosen to receive intensive support from the Network.

This Joint Statement of Intent sets out a commitment from One Swindon partners and the Network to work together to transform local public services in Swindon. It presents a good opportunity for mutual learning and support through closer working with the Network, which will enhance Swindon's local capacity and capability to deliver the transformation. By sharing Swindon's experience, the Network will encourage other local authority areas across the country to transform their public services.

#### Vision

Our vision for transforming Swindon's local public services through partnership is:

"Swindon is a place where effective collaboration with local partners and residents drives the best use of all available resources and results in improved value for money and outcomes for local people; particularly in our shared priorities of reshaping adult demand, strengthening families, reducing reoffending, and growing the economy. In doing so, Swindon's local public services consistently encourage independence and self-reliance in individuals, families and communities."

#### Aims, Objectives and Priorities

To realise our shared vision, our twin aims are to deliver public service transformation through partnership and to create a sustainable transfer of capability from the Network to Swindon.

##### ***Aim 1: delivering public service transformation in Swindon through partnership***

Our objective is:

"To develop an approved suite of cross-organisational transformational business cases ready to start implementation in 2014/15 which, over the course of three years, will contribute 20%-25% of our total combined savings targets whilst maintaining or improving outcomes."

We have prioritised reshaping adults demand, strengthening families, and growing the economy because they are the existing change programmes that most require transformation through partnership. In addition to our priority of reducing reoffending, they are our four priorities that provide the best opportunity to learn from the Network because of their similarity to the focus of the Whole Place Community Budget pilots.

Whilst the specific detail of the proposals for business cases continues to be developed, we currently expect them to focus on:

- Reshaping adult demand for local services by enhancing and supporting independent living in the community through-
  - Focussing on reducing hospital readmissions and reducing dependency through provision of integrated community based health and social care.
  - Improving access to community sources of support for adults with mental health problems.
- Strengthening Families
  - Troubled Families ~developing the approach to multi-agency planning, information sharing, and the role of lead professional.
  - Drugs and Alcohol ~ Alcohol Support and Advice project - community based peer mentoring by recovered clients to support the first steps towards recovery
  - Reducing Domestic Abuse ~ developing the approach to reducing reoffending, and better recognition of abuse.
- Growing Swindon's Economy:
  - Ready for Work Academy ~ working with employers to identify and develop employment and employability skills.
  - The Local Supply Chain ~ growing the market share of procurement from local suppliers across all sectors.
  - Commissioning ~ developing a shared approach to commissioning and procurement across the public sector.
- Work to enable each of the above priorities by:
  - Developing an integrated front line local public sector workforce capable of reducing demand for local public services ~ looking at aspects such as the community safety partnership, collaboration across the town centre, co-location and the development of community engagement, circles of support and more effective first customer contact.
  - Redesigning a more locally sensitive and preventative service provision based in accessible community settings to reduce the risk of reoffending by target cohorts
  - Developing social marketing campaign to promote behavioural change in our common customer cohorts

***Aim 2: creating a sustainable transfer of capability from the Network to Swindon***

To support all the themes identified and the future sustainability of the commitment to continual challenge and transformation, the development and transfer of essential capabilities are critical to this work. These include:

- Whole system financial modelling through the application of cost-benefit analysis to understand better the nature and scale of the costs and benefits and by whom they are realised;
- Redesigning local public services to generate new service delivery models that deliver enhanced outcomes at a lower cost;
- Evaluation of pilots to understand their potential to be scaled-up and transferred to other parts of Swindon;
- Analysis of customer cohorts in common to identify the nature and scale of our shared customer base;
- Encouraging positive behavioural change through targeted social marketing; and
- Removing barriers to sharing local data and information.

For each of these capabilities, we have strengths on which we can build. The Network will help us to do so by ensuring a cross-organisational group of officers has a common understanding of the tools and techniques and consistently applies them to the development of the business cases.

## **Delivering the objectives**

### ***Scope of the Reform Effort***

Swindon's challenge is to reduce our £423 million total annual net local public service spend whilst achieving the One Swindon vision.

A One Swindon strategy of large-scale public service transformation through partnership is essential to meet this challenge and to achieve 20-25% of the savings required.

Rigorous cost benefit analysis is, therefore, a key component of our approach as we drive towards our twin goals of maintaining or improving outcomes whilst significantly reducing cost.

### ***One Swindon's Public Service Transformation Delivery Team***

One Swindon has established a co-located delivery team, which will work together, within and across partner agencies to facilitate the creation of a suite of transformational business cases. The team will use a range of approaches to develop and enhance existing work. This will include

- Supporting the further development of existing business cases through cross organisational task and finish teams,
- Investigating the potential for the approaches used in the pilot areas to be adopted in Swindon, and
- Building on the change and transformation work already underway across the One Swindon partners.

The team members are:

- Gavin Jones, Sponsor, SBC
- James Griffin, Head of Strategy & Research, Programme Lead, SBC
- Carmel Burton, Corporate Planning Lead, Programme Manager, SBC
- Alison Chamberlain, Partnership Manager, SBC
- Janet Beattie, Partnership Officer, SBC
- Jill Annal, Partnership Manager, Job Centre Plus
- Iain Francis, Swindon Clinical Commissioning Group
- Russell Frith, Wiltshire Probation Trust
- Ian Jeary, Group Commander Wiltshire, Fire & Rescue Service
- Inspector Paul Saunders, Wiltshire Police

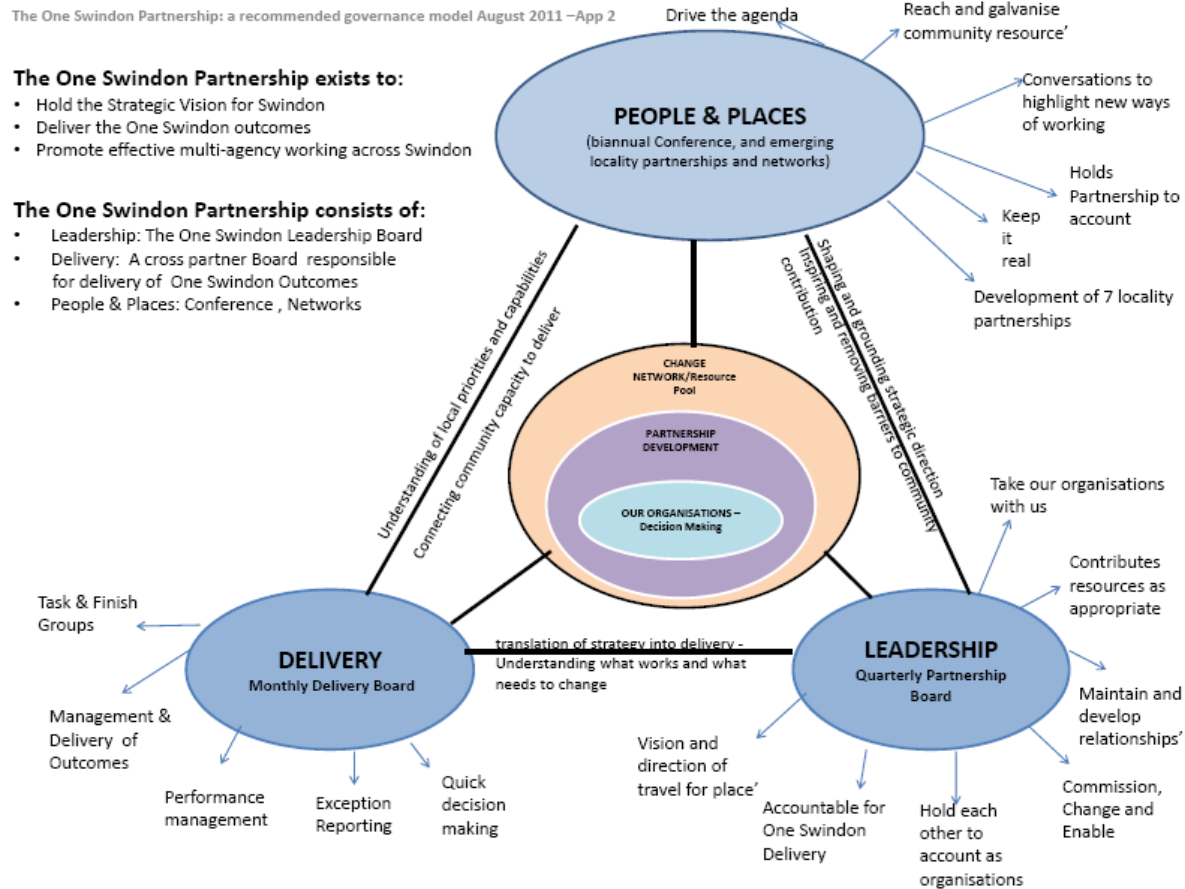
### ***Governance***

Swindon will deliver its objectives through specific business cases, which are developed through the following governance:

- The One Swindon Leadership Board of Chief Executives, Non-Executive Chairs and the Leader of the Council. Each business case will be sponsored by a member of the Partnership Board, who will be held to account by the Board.
- The One Swindon Delivery Board of Directors and Heads of Service. Each business case will be led by a member of the One Swindon Delivery Board, who will be supported by the Board.
- The One Swindon Community Conference will challenge and support the development and implementation of the One Swindon public service transformation in partnership strategy and the suite of business cases.

Approval of business cases and subsequent implementation plans will be via the appropriate decision-making boards for each of the One Swindon partners

The structure of the One Swindon Partnership is as illustrated in the diagram below:



## Communications

One Swindon has a well-established communications strand, which will be the main route for securing and maintaining engagement, involvement, and input into the transformation programme. This includes the One Swindon Partnership website and newsletter, regular forums and meetings with decision makers in our respective partner organisations, and links to ensure consistent and clear communication at all levels is achieved through partners' existing communication channels.

Swindon will also work closely with the other pilot areas to develop solutions to common challenges and to share learning

## Resources

### Strategic Direction

Through One Swindon's Leadership Board Strategic leads/Executive, Champions have been assigned to each theme of Public Service Transformation:

- Gavin Jones, Chief Executive, SBC, Sponsor
- Nicky Alberry, Influence
- Pat Geenty, Chief Constable Wiltshire Police
- Angus Macpherson, Police & Crime Commissioner for Wiltshire and Swindon
- Liz Rijnenberg, Chief Executive Wiltshire Probation Trust
- Tony Ranzetta, Chief Accountable Officer, Clinical Commissioning Group

- Simon Routh-Jones, Wiltshire Fire & Rescue Service
- Nigel Tucker, Job Centre Plus
- David Wray, Chief Executive, Voluntary Action Swindon

Each of these strategic leads will report to the One Swindon Leadership Board and will be accountable/for the progress and contribution that their programme makes to the One Swindon vision.

Local partners, Police, Fire and Rescue, Job Centre Plus, the Probation Trust, the Clinical Commissioning Group and Swindon Borough Council have seconded staff into the Public Service Transformation Delivery Team. The team is housed and supported by Swindon Borough Council. Additional support will be provided by the partners. This will include

- Communications advice and delivery
- Finance including cost benefit analysis
- Procurement advice
- Research and evidence support
- Performance and data support
- Legal advice
- Change support

### Key Milestones and Deadlines

	Date
Delivery team established	1 <sup>st</sup> September 2013
Programme Plan in place	5 <sup>th</sup> September 2013
Submission of outline business cases	8 <sup>th</sup> October 2013
One Swindon Leadership Board – agreement to proceed with business cases	22 <sup>nd</sup> October 2013
Completion of draft investment agreements	22 <sup>nd</sup> November 2013
Submission of finalised business cases	3 <sup>rd</sup> December 2013
One Swindon Leadership Board – authority to present business cases for approval to partners ‘sovereign boards’	17 <sup>th</sup> December 2013
Sign off by partners’ ‘sovereign boards’	31 <sup>st</sup> March 2014

### Network Resource Requirements

Swindon’s relationship manager for the Transformation Network is Jane Lord, who will be the first point of contact for Swindon.

The day-to-day contact for One Swindon will be Carmel Burton, Programme manager SBC.

Capability transfer is essential in ensuring that One Swindon’s Public Service Transformation is sustainable and results in long term and significant improvement. To achieve this level of sustained transformation, One Swindon requires the following support and input from the network:

- Capacity, coaching and capability in developing the money flows and benefits across partners, which help achieve the top end of the range of shared savings targets.

- Support to apply the Cost Benefit Analysis tool, including the production of a simplified version for smaller change projects which can be used widely by One Swindon partners to support and understand the wider implications of change work, drive decision making and inform service redesign
- Support to understand and remove the barriers to information sharing
- Expert input into service redesign and the associated change management and implementation
- Expert input about the opportunities for developing the local supply chain within the framework of EU legislation
- Expert input into the development of an evaluation tool to be used by One Swindon partners
- Advice on the opportunities to develop community capacity through work with benefit claimants and through community payback schemes
- Expert input to support the introduction of Social Marketing in Swindon to promote behaviour change across One Swindon partners' common customer cohorts
- The opportunity to benefit from £190K Transformation Challenge Award Funding (and associated local 'matched funding') to increase capacity and accelerate capability transfer in
  - Financial modelling and cost benefit analysis
  - Service redesign
  - Social Marketing
  - Support for transition through generation of additional capacity to support dual running and staff release time for training in new working models
  - Action research and evaluation
- A "critical friend" and challenge from the area's locality manager, Stephen Aldridge DCLG.

### ***Removing Barriers to Transformation***

Whilst the joint statement of intent focuses on securing capacity and capability from the Network, we welcome the opportunity the Network provides to discuss what we can do together to remove some of the barriers to Swindon's success. Examples of this include, but are not limited to:

- Changing the Hospital's incentive scheme to remove the perverse incentives to use the hospital and the premature release of patients into the community
- Changing the planned court provision in Swindon to reduce the significant costs (to individuals and the Council) of young offenders travelling from Swindon to Chippenham and Salisbury
- Revisiting the planned changes to the youth offender institute at Ashfield, to avoid increasing the risks to reoffending caused by locating young offenders in Cardiff or London
- Enabling and encouraging greater local procurement to increase economic growth and, through the business rates, increase the Council's financial independence from Government and, by getting more people into work, reduce the growth in benefit take-up by people who are fit to work
- Encouraging Network Rail to release part of their assets to enable the development of Swindon's UTC, which is vital to us achieving the 2,000 extra jobs cited in our City Deal bid

## **Key Stakeholders and Signatories**

### ***One Swindon Leadership Board***

Councillor David Renard, Leader SBC

Gavin Jones, Chief Executive, SBC, Sponsor

Nicky Alberry, Influence

Pat Geenty, Chief Constable Wiltshire Police

Angus Macpherson, Police & Crime Commissioner for Wiltshire and Swindon

Liz Rijnenberg, Chief Executive Wiltshire Probation Trust

Tony Ranzetta, Chief Accountable Officer, Clinical Commissioning Group

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