

Improving Public Services

Meeting the Challenge of Change

Gwasanaeth Cyhoeddus Cymru
Public Service Wales

Ymateb i Her Newid
Meeting the
Challenge of Change



Budgets are tight. The demands on services are increasing. To continue to improve public services for the people of Wales we must work in new ways that are both efficient and innovative.

The budget for public services in Wales is reducing by £1.8 billion over the next four years as a result of the UK Government's Budget and Spending Review. With less money and increased demands, public services will come under greater pressure and will be stretched.

To meet this huge challenge, we must make the most of our size and close connections to work together. We need to enable improvement across our public services, with real change at every level. Our strong sense of community and tradition of cooperation provide secure foundations to develop our services. We must put the needs of people and communities first, improving outcomes and attainment now, as well as investing in the future. We want to ensure that, despite having less money, every single pound spent by Welsh public services makes a difference to the people who rely on them. Strong public services benefit the Welsh economy by providing procurement opportunities, investment in skills and an infrastructure that supports economic renewal as well as our social fabric.

A unique response

That is why the Welsh Assembly Government, public services, trade unions and voluntary organisations across Wales are now working as partners in the Efficiency and Innovation Programme. Together, we are finding new ways to do things, be more efficient and provide really good services with less money.

The Efficiency and Innovation Programme will:

- Enable and support the big changes that are already happening in NHS Wales and under discussion for social services, education and local government.
- Make sure that we take all unnecessary costs out of things we must all do, like procurement or managing our buildings.

By spending less and better, we will ensure money is targeted at protecting frontline services like health, education, housing and social care.

Efficiency and Innovation: a programme of action

The Assembly Government's Minister for Business and Budget chairs an Efficiency and Innovation Board made up of senior leaders from local authorities, health services, voluntary organisations, trade unions, the police and the Welsh Assembly Government.

The Board offers a practical leadership approach to drive efficiency in the public sector. It supports all parts of the public service in:

- reducing costs and releasing cash through making operations more efficient
- being innovative and engaging communities in designing and delivering services



- getting the most value for the Welsh economy, environment and people from really good service design and delivery.

The Programme is creating opportunities for public services to take up money saving solutions and best practice ways of working as quickly as possible.


Areas for action

The Efficiency and Innovation Programme focuses on seven key areas for action, using dedicated expertise to find better ways of working. The changes they deliver will help public services to deal with current budget pressures and suggest ways to improve services in the long term. These areas are:

Collaborative Procurement and Commissioning - Working together to buy goods and services at a better cost.

Aim: To bring together the £4.3 billion spent annually by public services on goods and services and drive savings through more efficient processes, less duplicated effort, and better supplier performance – and at the same time consider the longer term impact of what and how we buy.

How this is being delivered:

 **cyfnewidcymru™**
xchange wales is one of the key solutions. It allows all public service organisations in Wales to source, tender, evaluate, order and pay for goods and services at a click of a button. xchangewales is being rolled out across NHS Wales and eight local authorities, with more developing business cases. In Denbighshire alone the savings will be around £1.5 million over five years.

National Asset Management - Managing buildings and other assets more effectively.

Aim: To realise efficiencies and benefits from managing our estate strategically and using it to help provide high quality public services. The public estate in Wales (excluding central Government assets) is valued at around £9.4 billion.

How this is being delivered:

- The Electronic Property Information Management System logs estates with 95% of the NHS Wales Estate and 75% of the Police Forces Estate now captured by the system.
- Nine pilot projects are looking at collaborative property initiatives to improve how we jointly use our buildings and other assets.
- We are consulting on simplifying protocols that govern land transfers.

Carmarthenshire Council has worked with partners to review assets and has identified £23 million of potential disposals and many opportunities for joint working in Carmarthenshire.

Public Service ICT - Making better use of technology.

Aim: To enable significant savings on information and computer technology through “buying better, using smarter, working together and working differently”.

How this is being delivered:

- Rationalising data centres to reduce running costs.
- Public Sector Broadband Aggregation (PSBA) - providing a secure, faster, reliable and future proof computer network.
- Supporting joined-up future ICT improvements through a new Welsh Public Service ICT Strategy.

NHS Wales and a number of Local Authorities and Higher Education bodies have already saved around £5 million by using PSBA.

Transforming the Business - Delivering services more effectively.

Aim: To draw on existing good practice in Wales and elsewhere and connect projects taking place in different parts of the public service. This includes supporting new ways of working that are tried and tested such as LEAN business techniques.

How this is being delivered:

- Setting up a broad public service community of practice on LEAN business techniques.
- Researching shared support service projects so we can look to achieve best value across public service organisations.

North Wales local authorities and North Wales Police are developing a single state of the art CCTV system and are aiming to save £450,000 a year.

New Models of Service Delivery - Finding new ways to design services.

Aim: To promote innovation and sustainable change in the way that public services are designed and delivered, in order to improve outcomes for people and make better use of resources.

The priority areas are:

- families with complex and interrelated needs
- support for people to live independent and well lives
- domestic abuse

How this is being delivered:

- Looking at the existing research to decide on the best possible ways of focusing services on families.
- Finding new and better ways to support older people to live independently.
- Developing a core set of approaches to services tackling domestic violence.

Option 2 is an “Integrated Family Support Service” in Cardiff and the Vale of Glamorgan that works with families in which parents have drug and alcohol problems. Figures demonstrate that *Option 2* on average saved over £3,000 per child in the cost of placements alone.

Workforce Development - Developing the public sector workforce to meet new service demands.

Aim: To engage, develop and evolve the Welsh public service workforce to better support service delivery. The aspiration is to create a flexible and consistent approach to managing our staff, maximising opportunities to share expertise and services.

How this is being delivered:

- Looking at options to support staff in moving between organisations and to identify career development opportunities during a period of financial constraint.

Leadership - Improving the skills of public service leaders to lead change.

Aim: To develop leadership capability across the Welsh public service to support the delivery of the efficiency and innovation agenda.

How this is being delivered:

- Providing a suite of leadership development training programmes to help leaders of organisations achieve success in challenging times.

Investing to save

Our efficiency and innovation work will help to generate or identify best practice and principles which can be used across the Welsh public service. This will release cash and help services work more efficiently within existing funding allocations, to secure improved services and better outcomes.

The Welsh Assembly Government's £60 million Invest to Save Fund is providing extra support to develop new ideas. For example the Gwent Frailty Programme is receiving an investment to

develop support that will help vulnerable people to remain independent through care being provided in or close to home. This will avoid unnecessary hospital admissions and deliver efficiency savings of approximately £1 million a year.

European Structural funds are also supporting improved public services in Wales, developing our ability to do things better and work together. For example, a project led by Value Wales builds procurement expertise across the public service enabling us to buy better for less.

The big picture

The Efficiency and Innovation Programme is just part of the solution, and underpins work underway across the Welsh public service to provide high quality, cost effective, citizen-centred services. These include:

- A five-year Service, Workforce and Financial Strategic Framework for NHS Wales, driving integrated service care provision and value for money.
- A Social Services Commission on the future direction for social services and the economies and efficiencies to sustain them.
- A Front-line Resources Review in education focused on shifting resource from administration to support the front-line.

- A review of which local government services are best delivered where - locally, regionally, nationally?

The Assembly Government is playing its part in becoming more efficient too. Through 'Managing with Less' civil servants have suggested new ways of working that are delivering real savings. Action is coordinated in several areas - including recruitment, promotion, procurement and contract management.

The Assembly Government has also worked with the private sector through several Economic Summits to lead Wales out of recession and achieve sustainable economic renewal.

The Programme will complement and support discussions between employers and trade unions, both locally and across the UK, in the coming months and years.

Public Service Summits

To ensure all public services are fully involved in meeting the challenge of change, the First Minister has asked leaders to come together in a series of Public Service Summits. These see Chairs and Chief Executives from across the public sector, third sector and trade unions come together to discuss pressing issues and develop solutions as one for the benefit of the whole public service.

For more information and to follow progress visit: www.wales.gov.uk/improvingpublicservices or email: meetingthechallengeofchange@wales.gov.uk

Enabling change

Every part of the Welsh public service, including the third sector and trade unions, is wholly committed to getting the best possible value for money from every Welsh pound. The Efficiency and Innovation Programme is our way of working together to enable and support national and local policy and action - all aimed at improving public services and getting better outcomes for the people of Wales.