

## Appendix A

Council	Theme for case study	Brief overview	Emerging cross-cutting themes (please note these will continue to be refined)
Surrey County Council	Surrey Families Programme	Building upon Surrey’s response to the Troubled Families programme, this case study will focus on how transformation is leading to innovative approaches in service delivery that will improve outcomes for residents with complex needs.	<p><b>Locally flexible governance arrangements and approaches</b> – all nine places have developed their own structures and approaches to transformation that reflect local circumstances. Within this variability, some common themes are emerging, including: building on existing projects and partnerships, integrating networks and collaborations, developing agreements on pooling resources and staff and practical solutions that can be implemented quickly.</p> <p><b>Shared outcomes</b> – agreeing with partners key indicators of progress to enable a shared focus on service improvements for residents. Many partners felt this was an essential enabler of pooled budgets and transformation.</p> <p>Innovative use of evidence <b>and data management</b> – a robust analysis of information on public services and local need was the starting point for all of the places. In many places transformation has been a key driver of new and multi-agency approaches to evidence and data management across whole places, communities and/or cohorts of residents. In turn, this enables a fuller understanding of the challenges to be addressed, and underpins collaborative working.</p> <p><b>Culture and behaviours</b> – the wider shift towards multi-agency working is resulting in changes in organisational culture and behaviours. In particular, more collaboration and willingness to compromise. Many places emphasised the importance of “bottom up”</p>
Essex County Council	Skills for Growth	This case study will allow us to show how implementing a whole-place community budget approach can help to drive local growth by using devolved funding to achieve a better match between local skills provision and the labour market.	
Suffolk County Council	Lowestoft Rising	Drawing upon the Our Place neighbourhood community budget project, the Suffolk case study will explore how pooled funding in one locality enables public agencies to better meet very local challenges and how transformation can be a vehicle for regeneration.	
Cheshire West and Chester Council	Integrated and early support for people with complex needs	The Cheshire West and Chester case study will enable us to examine how public agencies working together across services within an integrated case management system can offer improved services for people with complex needs and achieve efficiency savings through early intervention.	
Derbyshire County Council	Public assets and geospatial mapping	This case study will focus on the use of public assets in Derbyshire and how geospatial mapping and customer segmentation tools are enabling the council to better understand how well the supply of assets is meeting demand from residents and to plan strategically.	
Devon County Council	Local communities identifying and solving their needs	We will focus on Devon County Council’s “Delivering Differently” programme, which is a community-led conversation in three towns on public service transformation and the role of communities. This will allow us to focus on approaches to supporting and involving local communities in identifying needs and services, reflecting local characteristics.	
Cornwall Council	Integrated health and social care	This case study will examine how Cornwall is approaching health and social care in Newquay, with a view to scaling it up and rolling out across the county. This will enable us to focus on how multi-agency working can better enable prevention and early intervention and approaches to scaling-up transformation initiatives.	

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West Yorkshire Combined Authority	Partnership and demand management	Building upon successful collaboration on economic growth, this case study will identify the key lessons to date and share how the Combined Authority is moving into a new phase of deeper joint working, starting with a shared understanding of demand for key services and what this might reveal about different and more efficient ways of organising services.	change that increases the willingness of staff, external partners, and communities to engage with the transformation process. <b>Leadership</b> – effective senior leadership was a key factor identified in many places. Enablers include a willingness to collaborate and base discussions on the wider evidence available, providing staff with the skills that empower them to understand and act upon the change process and encouraging external expertise and approaches.
Cambridgeshire County Council	Growth and associated challenges	This case study will focus on economic growth. By analysing partnerships between the county council, city council, district councils and neighbouring Peterborough Council, it will enable us to draw out learning on cross-border transformation and insights into cooperation that are highly relevant given the current debate on greater devolution.	