

# Transformation Programme

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2020 update

Guide to individual programmes

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### Note

- Those programmes with no specific efficiencies listed against them will be supporting and enabling cost containment, other listed efficiencies, and/or identifying potential future savings
- The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2020/21-2024/25 - in some cases there will be additional investments (including capital) and efficiencies related to these areas of work as set out in the Medium Term Financial Strategy

# PEOPLE









# Accommodation with care and support

## PEOPLE

“Enhancing options for accommodation with care and support and improving the quality of life for residents that need these options, helping them to be independent for longer”



### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Mike Boyle, Interim Assistant Director Commissioning and Transformation
Programme Manager	Simon Montgomery

### What is the programme ambition?

We want everyone to have a place they can call home, with appropriate housing for all, including adults with care and support needs. The programme aims to make sure that there are accommodation options which promote independence so that people get the health and care, support and information they need, and no one is left behind. This includes independent living accommodation and extra care accommodation schemes.

### What will be different for residents?

- Residents with care and support will:
- Retain their independence for longer
  - Feel well and have a good quality of life
  - Feel supported by their communities
  - Have accommodation choices available to them to meet their range of health and care needs flexibly and responsively
  - Receive specialised placements and settings within the county if they have more complex needs
  - Get the right level of support at the right time and in the right way

### How will we know it is successful?

- Increased availability of affordable extra care accommodation (purpose built accommodation with varying amounts of care and support) by 725 units, by 2030
- Shifting away from offering traditional residential care for people with mild to moderate needs, to one which provides a home for life for people with complex needs
- Reduction to the number of people with learning disabilities and/or autism in residential care by 40-50% over the next 5 years by expanding the development of new independent living provision
- Provision of specialist residential and nursing care beds across the county meets the population demand for 2028
- More settled accommodation options available for people to live independently with an individual care and support package based on their needs and preferences

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# Accommodation with care and support

“Enhancing options for accommodation with care and support and improving the quality of life for residents that need these options, helping them to be independent for longer”

## Progress to date

- Agreed Accommodation with Care and Support Strategy, July 2019
- Agreed route to market for three extra care schemes, October 2019
- Defined the requirements for Independent living for individuals with learning disabilities and/or autism

## Focus for the next phase

- Commence tender exercise to secure providers and agree site development plan for extra care schemes
- Implement independent living programme to make a shift away from traditional residential care
- Continue to identify Surrey County Council owned sites for extra care housing or independent living

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
<ul style="list-style-type: none"> <li>• Submit documentation to joint venture for two extra care schemes to be identified</li> <li>• Identify those people suitable for independent living</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate tender for one extra care scheme</li> <li>• Implement approach to deal with any periods where independent living schemes are unoccupied</li> </ul>	<ul style="list-style-type: none"> <li>• Residential care home deregistration for independent living</li> <li>• Develop procurement approach for independent living</li> </ul>	<ul style="list-style-type: none"> <li>• Agree site development plan for joint venture schemes including lease arrangements</li> <li>• Agree business cases for new independent living arrangements</li> </ul>	<ul style="list-style-type: none"> <li>• Complete tender for extra care scheme</li> <li>• Acquire planning consent for joint venture extra care schemes</li> </ul>	<ul style="list-style-type: none"> <li>• Commence build on joint venture extra care schemes</li> <li>• Award contract for one extra care scheme following tender</li> </ul>		<ul style="list-style-type: none"> <li>• Submit planning application on tender extra care scheme</li> </ul>

## Transformation investment and efficiencies (2020/21 – 2024/25)

Total investment

£1.2m

Total expected efficiencies

£7.5m









# Adult social care practice improvement

## PEOPLE

“Supporting people to live fulfilling lives by having better conversations and enabling and promoting greater independence”



### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### What is the programme ambition?

The programme aims to promote people’s independence and wellbeing by using a strengths based approach across adults social care. We will adopt an approach that draws on a person’s abilities and what they can do, supported by their families and communities, to achieve the life they want for themselves. This includes having access to information and advice to help them to look after their own health and well-being, getting short-term help so they can carry on their lives as independently as possible and assessing their long-term needs when they are at their best. We will also review our reablement services, which supports recovery and helps people get back on their feet, and maximise our use of digital technology to help maintain or increase people’s independence.

### What will be different for residents?

- Better ability to access information and advice to help people look after their own health and well-being, in both the short and long term
- Regular reviews of the care and support provided to ensure it is appropriate and proportionate to meet the assessed needs
- Increased choice and control for residents through direct payments
- Available resources better targeted to residents and more efficient practices and decision making
- Having access to on-line support
- Improved services and join up between health and care teams that help keep people at home and out of hospital
- Improved reablement service offer

### Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Liz Uliasz, Deputy Director, Adult Social Care
Programme Manager	Gurdish Sandhu

### How will we know it is successful?

- More residents living healthy, active and fulfilling lives
- More responsive and progressive health and social care support
- More residents able to contribute to community life
- Higher levels of independence, reflected in lower average cost of care packages

# Adult social care practice improvement

“Supporting people to live fulfilling lives by having better conversations and enabling and promoting greater independence”

## Progress to date

- Developed and launched strengths based practice model
- Started to review existing packages of support in a targeted way to ensure they meet people's needs
- Started digital technology development and agreement for community based staff to have mobile devices
- Worked in partnership with the Social Care Institute for Excellence (SCIE) to identify improved ways of working that will best support people's independence

## Focus for the next phase

- Develop strengths based practice through training, support and new ways of working – this will include using reflective practice sessions, motivational interviewing techniques, and psychologically informed case management
- Continue to review packages of support to ensure they meet people's needs
- Roll out new IT equipment (hybrid devices) that will enable frontline staff to spend more time with those they are supporting and capture data and information more effectively
- Identify how new technologies can be used to help keep people independent and well – we call this “technology enabled care” (TEC)
- Improvements to reablement services

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2
<ul style="list-style-type: none"> <li>• Roll out new IT hybrid devices</li> <li>• Reflective Practice sessions to support staff</li> </ul>	<ul style="list-style-type: none"> <li>• Start work on technology enabled care (TEC)</li> <li>• Improvements to reablement services</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted reviews completed</li> <li>• Agree next phase of transformation work</li> </ul>

## Transformation investment and efficiencies (2020/21 – 2021/22)

Total investment

£2.9m

Total expected efficiencies

£6.7m

# Adult social care market management

## PEOPLE



### Strategic Priorities – Focus for 2020-25

	Tackling inequality		
	Supporting independence		
	More joined up healthcare		
	Creating a greener future		
	Embracing Surrey's diversity		
	Partnership		
	Supporting the local economy		
	Digital revolution		

### Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Mike Boyle, Interim Assistant Director Commissioning and Transformation
Programme Manager	John Steele

### What is the programme ambition?

We want people in Surrey to live safely and independently for as long as possible, irrespective of their age. The programme aims to improve how we work with organisations that provide social care services. We will develop our commercial and contract management expertise and aim to influence the price and quality of services. We will strengthen how we commission social care and our capacity by transforming our workforce. We will lessen the price increases to care packages and reduce the price of care packages that are outside the benchmarks.

### What will be different for residents?

- Services and support that meets peoples' needs and ensures good value
- The right support through better use of resources

### How will we know it is successful?

The following areas will be measured to ensure that the project is on-track:

- Reduced cost of social care packages
- Time period analysis of costs and components
- Benchmarking of packages against other Local Authorities
- Positive feedback from service users
- Shared vision and buy-in across stakeholders
- Greater number of options available in the market



# Adult social care market management

“Working closely with social care providers and developing improved commissioning capacity to manage the costs of care within available resources”

## Progress to date

- Introduced a new structure and organisation of commissioning roles
- Implemented a new process to ensure best value from contracts with social care providers

## Focus for the next phase

- Build the new process for managing contracts into business as usual
- Implement a central placements team to ensure that the right support can be provided to residents at good value
- Deliver planned cost containment

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>• Restructure of commissioning functions</li> <li>• Manage inflation requests from providers for 19/20</li> </ul>	<ul style="list-style-type: none"> <li>• New process to manage inflation requests goes into business as usual</li> <li>• Start central placements project</li> </ul>	<ul style="list-style-type: none"> <li>• Residential and nursing placements team in place</li> <li>• Domiciliary care services placements team in place</li> </ul>	<ul style="list-style-type: none"> <li>• Learning Disability and Physical Disability placements team in place</li> </ul>

## Transformation investment and efficiencies (2020/21)

Total investment

£0.2

Total expected efficiencies

Cost containment

# Adult mental health

(including staff transfer)

## PEOPLE

“Improving mental health care services through new approaches and by working with partners to support people earlier and closer to home”



### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### What is the programme ambition?

The programme exists to help improve mental health and care in Surrey, by combining services and integrating the approach to mental health with physical health and social wellbeing. We will aim to balance preventative and community resources and reduce reliance on costly residential and institutional care. Staff and mental health cases have been moved back to Surrey County Council from the NHS. We will develop a clear plan and approach to commissioning mental health services, support a strength based approach and ensure we are clear about what adult social care mental health services provide. By doing this we aim to prevent and reduce the need for secondary care services and have interventions that build skills and confidence in skills for daily living.

### What will be different for residents?

- Greater independence for people with appropriate links to community, family, and universal services from the use of a strength based approach
- Consistent access to services at the right time to prevent the need for long term care and support
- Faster access to services through improved commissioning, pathways and the increased use of technology enabled care
- Regained confidence and skills to enabling people to live independently through a recovery and move-on approach

### Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Liz Uliasz, Deputy Director, Adult Social Care
Programme Manager	Gurdish Sandhu

### How will we know it is successful?

- Increase in the number of people with long term progressive outcome focused care and support plans
- Improved social care statutory compliance and Health contractual key performance indicators measured through agreed performance and quality metrics
- More people being supported at the right time with short term interventions, preventing the need for longer term care and support

# Adult mental health

(including staff transfer)

“Improving mental health care services through new approaches and by working with partners to support people earlier and closer to home”

## Progress to date

- Termination of Section 75 agreement with Surrey and Border Partnership NHS Foundation Trust, to share staff and other resources
- Completion of preparatory work to plan the transition of staff and mental health cases to Surrey County Council to ensure that safety is prioritised and impact on service users minimised
- Appointed key managerial posts
- Begun staff transition

## Focus for the next phase

- Complete safe transition of staff and mental health cases to Surrey County Council
- Develop new approach and delivery plan to achieve the aims of the programme

## High Level Milestone Plan

### 2019/20 Q4

### 2020/21 Q1

- Staff transition to Surrey Country Council
- Begin development of new approach

## Transformation investment and efficiencies (2020/21 – 2021/22)

Total investment

£0.3m

Total expected efficiencies



£0.9m

# Adults with learning disabilities and autism

“Increasing the number of people with learning disabilities and autism that live independently in their own homes, with higher quality and integrated care and support, access to employment, life skills and friendship groups”



## Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

## What is the programme ambition?

The programme will enable people to live safely and independently for as long as possible, irrespective of age, and improve the quality of life for our most vulnerable residents. We will make the best possible use of available resources within local authorities, community and partner organisations, and deliver appropriate services. We aim to provide the right interventions so that we reduce the number of people within residential and nursing care and, therefore, increase the number of people in independent living. We also aim to target reviews to provide appropriate and proportionate care and support that meets people’s needs and achieves positive results for them.

## What will be different for residents?

- A more personalised and co-ordinated approach for supporting people with learning disabilities and autism
- Faster and more modern access to services through technology enabled care
- Residents being supported by learning disabilities and autism services will experience service providers supporting them with life-long skills for independence and fulfilment in social activities

## Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney, Cabinet Member for Adults and Public Health
Senior Responsible Owner (SRO)	Simon White, Interim Executive Director Adult Social Care
Accountable Executive [Director]	Steven Hook, Assistant Director of Disabilities
Programme Manager	Gurdish Sandhu

## How will we know it is successful?

- Increased number of reviews and reduction in the backlog of cases
- More residents with learning disabilities and autism having a home of their own to live independently
- Half as many people with learning disabilities and autism living in residential care within five years
- Increase in the number of people with long term progressive outcome focused care and support plans

# Adults with learning disabilities and autism

“Increasing the number of people with learning disabilities and autism that live independently in their own homes, with higher quality and integrated care and support, access to employment, life skills and friendship groups”

## Progress to date

- Established new specialist learning disability and autism service

## Focus for the next phase

- Establish a new duty function to respond to resident and professional enquiries and safeguarding concerns
- Increase activity on reviews and deliver efficiencies
- Develop a new approach and model with partners so people benefit from more personalised and co-ordinated support

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2
<ul style="list-style-type: none"> <li>New service is stabilised</li> </ul>	<ul style="list-style-type: none"> <li>Embed and further develop the new service</li> <li>Improve join up with partners as part of new approach</li> </ul>	<ul style="list-style-type: none"> <li>Agree next phase of programme and further milestones</li> </ul>

## Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment	£0.6m	Total expected efficiencies	£13.9m
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# Domestic abuse

## PEOPLE

“Stopping the cycle of domestic abuse by ensuring prevention, identification, intervention and support is provided at the earliest opportunity”



### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### What is the programme ambition?

The programme will radically transform our domestic abuse services across Surrey to ensure the best outcomes for those affected by domestic abuse. Surrey County Council and partners are working together to redesign and deliver more integrated services that are the best value for money, improve long term outcomes for survivors of domestic abuse and address perpetrator behaviour. The programme aims to deliver a partnership ambition that is articulated in the Surrey Against Domestic Abuse Strategy (2018-2023), to transform domestic abuse services in Surrey.

### What will be different for residents?

- Community based services that recognise, understand and respond appropriately to coercive control and all aspects of domestic abuse
- Services that work with survivors and children to best meet their needs and increase safety and freedom
- Seamless services that support and enable residents who have multiple needs and/or complex needs to access support in a non-judgemental way

### How will we know it is successful?

- Increased reporting of domestic abuse including coercive control
- Feedback from survivors, reporting they are at the centre of all work, that they are believed and supported at the earliest opportunity
- Consistent access to services across the county which deliver needs-led, strengths based and trauma informed support
- A mature partnership including pooled budgets, resources and reporting
- Long term reduction in domestic abuse crime in Surrey
- Decreased re-offending rates for perpetrators

### Who is leading the programme?

Cabinet Lead(s)	Sinead Mooney (Cabinet Member for Adults and Public Health), Mary Lewis (Cabinet Member for Children, Young People & Families)
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Carl Bussey, Assistant Director Safer Communities
Programme Manager	Emma Atkins

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# Domestic abuse

“Stopping the cycle of domestic abuse by ensuring prevention, identification, intervention and support is provided at the earliest opportunity”

Progress to date	Focus for the next phase
------------------	--------------------------

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Developed and agreed ambition and approach for programme with partners through various events</li> <li>Established programme team</li> </ul> | <ul style="list-style-type: none"> <li>Hold events to develop prototypes for new services and better ways of working</li> <li>Confirm partnership funding to progress new ideas</li> <li>Through engagement and research define what we need from improved domestic abuse services</li> <li>Award new contract</li> </ul> |
|---|---|

### High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
<ul style="list-style-type: none"> <li>Agree initial business cases</li> <li>Plan and hold partnership events</li> <li>Commence work on prototyping</li> </ul>	<ul style="list-style-type: none"> <li>Complete specifications for prototypes</li> </ul>	<ul style="list-style-type: none"> <li>Engage market</li> <li>Publish tender for prototypes</li> <li>Evaluate bids</li> <li>Award contract for prototypes</li> </ul>	<ul style="list-style-type: none"> <li>Start contract for prototypes</li> </ul>	<ul style="list-style-type: none"> <li>Test and evaluate prototypes</li> </ul>	<ul style="list-style-type: none"> <li>Complete evaluation of prototypes</li> <li>Develop specification for services</li> </ul>	<ul style="list-style-type: none"> <li>Go out to tender to provide services</li> </ul>	<ul style="list-style-type: none"> <li>Award contract for services</li> </ul>

### Transformation investment and efficiencies (2020/21)



# Family resilience

“Ensuring all children in the county receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently”

## PEOPLE









### Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: ✓

(3) Deliver: In progress

### Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey's diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

### What is the programme ambition?

The programme is in the final year of delivery and will embed new ways of working. The aim of the programme is to ensure profound and rapid improvements to children’s services in Surrey so that all children in the county receive the right help at the right time. We will enable them and their families to develop resilience to face future life challenges independently. The programme also aims to turn around our Ofsted rating and achieve financial sustainability. We will offer children and their families help at the earliest opportunity, and there will only be interventions only when necessary. We will use our network of partners in the best way and across all levels of need, and focus on ongoing development, retention and recruitment of staff. We will fundamentally shift our services and the way we operate so they are driven by early support and prevention.

### What will be different for residents?

- Services driven by early support and prevention
- A remodelled front door and the creation of family hubs that consolidate support services in local centres
- Integrated services to support young people on the edge of care called the ‘No Wrong Door’ project
- Increased number of Surrey foster carers and innovative approaches to keeping children in our care locally
- Potential changes to the number and location of children’s centres
- Modernised youth services through consultations with the public and partners

### Who is leading the programme?

Cabinet Lead(s)	Mary Lewis, Cabinet Member for Children, Young People & Families
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Jacque Burke, Director, Family Resilience & Safeguarding and Tina Benjamin, Director Corporate Parenting
Programme Manager	To be confirmed

### How will we know it is successful?

- Improved outcomes for children and families.
- Achieve an Ofsted rating of at least “Good” within five years



# Family resilience

“Ensuring all children in the county receive the right help at the right time to enable them and their families to develop resilience to face future life challenges independently”

## Progress to date

- Completed restructure of services and new ways of working
- Surrey Academy in place, providing training and development to staff and partners

## Focus for the next phase

- Consult on youth services and implement new ways of working
- Roll out of the Fostering Network family support model
- Develop and implement the ‘No Wrong Door’ model

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> <li>• Start work on ‘No Wrong Door’ initiative</li> </ul>		<ul style="list-style-type: none"> <li>• Implement new approach to youth services</li> </ul>		<ul style="list-style-type: none"> <li>• Closure of Programme</li> </ul>

## Transformation investment and efficiencies (2020/21 – 2021/22)

Total investment

£1.0m

Total expected efficiencies

£2.4m









# Health and social care integration

## PEOPLE

“Transforming health and social care so people can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing”



### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive, SCC Matthew Tait, Chief Operating Officer, Surrey Heartlands
Accountable Executive [Director]	Marie Snelling, Director of Transformation, SCC
Programme Manager	To be appointed March 2020

### What is the programme ambition?

This is a partnership programme, with the council and Surrey Heartlands Health and Care Partnership (Surrey’s Integrated Care System) working collaboratively to establish and deliver a single portfolio of transformative change at system wide level. It builds on the positive initiatives and approaches already underway by prioritising driving the transformation activity that will make the biggest impact for our residents – so they can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing. This partnership work includes a number of key individual programmes and projects, each of them significant in their own right:

- New models of care: designing a new outpatients service and testing radical local approaches that support people’s independence
- Best start in life (“First 1,000 days”): working with children and families so every child has the best start in life and no one is left behind
- Learning disabilities transformation: joining up health and care support for people with learning disabilities
- Emotional wellbeing and mental health: earlier, more joined up, and locally available support for children, adolescents and adults
- Cross cutting: joint work cross cutting areas that can support better outcomes and value for residents (estates, digital, workforce, communities, finance, data intelligence)

As well as enhancing what we achieve right for our communities, we can better demonstrate our ability as a system to deliver benefits, change and value for money; in turn strengthening our case for further devolution and re-investment in our communities

### What will be different for residents?

- Residents better enabled to support themselves and access joined up services in a way that suits their needs
- Care to be delivered in or close to people’s homes
- More support in local communities to help people be healthy and well
- Better value from more joined up health and care services

### How will we know it is successful?

- Further measures will be developed for each individual programme, but key indicators of success include:
- Evidence of more health and care support at early stages, with more people supported at home and in their community
  - Increased use of digital technology enabling a reduction in face to face outpatient encounters
  - Improved school readiness
  - Increased local provision and reduced spend on out of county services

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# Health and social care integration

“Transforming health and social care so people can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing”

## Progress to date

This improved approach to our joint transformation goals is starting now but it builds on the positive progress made to date which includes:

- Establishing integrated intermediate care services between Adult Social Care reablement teams and Rapid Response teams in Health
- Using our devolution status to take a more explicit role in the development of specialised services, immunisation and some elements of dental services
- Starting to test new ways of working around early intervention and social, emotional and mental health needs

## Focus for the next phase

- Build on work so far by developing specific programme plans for each of the major joint areas of joint transformation, ensuring the opportunities, costs and benefits for each one are clear
- Establish an Integrated Transformation Support Unit to co-ordinate and drive the delivery of the changes
- Ensure the new joint approach helps accelerate changes and improvements to services in particular where there are current performance challenges such as waiting list for CAMHS (Child and Adolescent Mental Health Service) support

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2
<ul style="list-style-type: none"> <li>• Communicate the joint priorities for transformation</li> <li>• Establish the Integrated Transformation Support Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Complete discovery and definition work on all programmes including engagement with all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Refreshed programme plans for all individual programmes in place (with key milestones for each one confirmed)</li> </ul>

## Transformation investment and efficiencies (2020/21)

**Total investment** £1.0

**Total expected efficiencies** Cost containment + potential future system wide efficiencies









# Libraries and cultural services

## PEOPLE

“Modernising libraries and cultural services across Surrey by involving the public and partners in creating efficient, effective and usable services that meet needs in their area”



### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### What is the programme ambition?

The programme aims to modernise Library and Cultural services and focus resources on addressing social issues and the needs of local residents and communities. The programme includes working with each District or Borough in realistic timeframes that enable the changes to be evaluated and bedded in. We will make sure we effectively use available resource, investing in key libraries that best serve the public good. We will do this by using the principles included in the public consultation in January 2019. Changes will include:

- New services designed by working together with the public and partners (co-designing)
- A new staffing structure from leadership to frontline positions
- New Community Library services in the future, building upon the most effective libraries we have now and enabling communities to set up and maintain their own libraries

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### What will be different for residents?

- Being able to meaningfully participate in designing their own library services
- Having varied and diverse community spaces that allow for increased social wellbeing and outreach
- Being able to volunteer and grow in independence, which will have a positive impact on life learning and overall experiences

### Who is leading the programme?

Cabinet Lead(s)	Julie Iles (Cabinet Member for All-Age Learning), Mark Nuti (Deputy Cabinet Member)
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Liz Mills, Director, Education Lifelong Learning and Culture
Programme Manager	Tom Newman

### How will we know it is successful?

- Modern library service maintained in each area
- Increased resident participation
- Achievement of financial sustainability through reduced net costs and increased income
- Attracted new partners and new investment locally and nationally
- Have multi purpose buildings with embedded offer from partners and community

# Libraries and cultural services

“Modernising libraries and cultural services across Surrey by involving the public and partners in creating efficient, effective and usable services that meet needs in their area”

## Progress to date

- Direction and plans for modernising Library services approved by Surrey County Council Cabinet
- Engaged with all District and Borough Councils
- On track to achieve savings for 2019/20

## Focus for the next phase

- Working with the public and partners to design future Library services
- Developing our workforce to deliver the new modern service
- Consultation with the public (where required)

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>• Develop phased plan for co-design</li> <li>• Start phase one of co-design</li> </ul>	<ul style="list-style-type: none"> <li>• Start phase two of co-design</li> </ul>		<ul style="list-style-type: none"> <li>• Start development plans for Libraries</li> </ul>

## Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment

£1.2m

Total expected efficiencies

£2.5m

# Preparing for adulthood

(SEND)

## PEOPLE

“Enabling young people with Special Educational Needs to develop the skills, knowledge and experiences that will enable them to lead fulfilled lives as adults and as independently as possible”









### Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

### Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

### What is the programme ambition?

The ambition of the programme is to increase the proportion of young people with special educational needs (SEN) who are appropriately supported to develop the skills, knowledge and experiences that will best enable them to live appropriately independent and fulfilled lives when their Educational Care and Health Plan (EHCP) has ceased and they have transitioned to their next steps. This programme will help ensure there is early intervention to help combat the need for more support to prepare young people for adulthood, and enable us to work with families to better align the services they receive with adult services and support. We will reduce the cost of adult social care support by ensuring young people are better prepared and more independent. We aim to double the number of young people (post 16) who are on a vocational pathway. We will equip them with the tools and practical skills needed for employment and help integrate them within their community.

### What will be different for residents?

- Young residents will feel more integrated in the community leading to enhanced wellbeing and be better equipped to live and work in the community through access to vocational pathway options
- Young residents will be closer to family, friends and remaining in their familiar community, building and keeping those links which have been established and developed throughout their transition
- Easier access to options and opportunities in Surrey such as supported internships
- Better awareness of Continuing Health Care (CHC) and being able to access appropriate support from health, if health is deemed to be the young persons primary need or has a significant impact

### Who is leading the programme?

Cabinet Lead(s)	Julie Iles, Cabinet Member for All-Age Learning
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Eamonn Gilbert, Assistant Director – Commissioning SEND and LAC
Programme Manager	Julia Laird

### How will we know it is successful?

- Increased employment, therefore fewer individuals on the NEET (Not in Education, Employment, or Training) pathway
- A greater proportion of young people with SEN having multi-year support plans
- Increased number of places for young people in for supported internships, traineeships, apprenticeships and employment

# Preparing for adulthood

(SEND)

“Enabling young people with Special Educational Needs to develop the skills, knowledge and experiences that will enable them to lead fulfilled lives as adults and as independently as possible”

Progress to date	Focus for the next phase
<ul style="list-style-type: none"> <li>Implemented first phase continuing healthcare (CHC) training</li> <li>Developing guide to services including an easy read version</li> <li>Initiated post 16 EHCP multidisciplinary panel to encourage multi year support planning and more consistent decision making</li> </ul>	<ul style="list-style-type: none"> <li>Commission a range of services including supported internships</li> <li>Review of the services we deliver and collation of feedback</li> <li>Perform CHC training at special schools</li> </ul>

High Level Milestone Plan				
2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> <li>Information sessions for parents and young people to engage them in the proposed changes</li> </ul>	<ul style="list-style-type: none"> <li>CHC training in special schools</li> </ul>	<ul style="list-style-type: none"> <li>Review of service delivery and feedback</li> </ul>	<ul style="list-style-type: none"> <li>SEN placements identified for the new academic year</li> </ul>	<ul style="list-style-type: none"> <li>Start embedding new ways of working and new services</li> </ul>

Transformation investment and efficiencies (2020/21)	
Total investment	£1.0
Total expected efficiencies	Cost containment

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# SEND transformation

(including transport)

## PEOPLE

“Transforming the experiences of children and young people with Special Educational Needs and Disabilities in Surrey”



### Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey's diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

### Who is leading the programme?

Cabinet Lead(s)	Julie Iles, Cabinet Member for All-Age Learning
Senior Responsible Owner (SRO)	Dave Hill, Executive Director for Children, Families, Lifelong Learning and Culture
Accountable Executive [Director]	Liz Mills, Director, Education Lifelong Learning and Culture
Programme Manager	Helen Donelan-Bell

### What is the programme ambition?

The programme will help deliver the “Surrey SEND Partnership Strategy 2019” and enable children and young people with special educational needs and disabilities (SEND) and their families to thrive. We aim to achieve financial stability. Partners in health, local authorities and education will work together to provide integrated services which place children’s needs at the heart. We will enable support to be delivered where it is needed (“graduated response”), and promote greater inclusion of children with SEND in their local community. By working together we will ensure the provision for children is sufficient, in-line with need, value for money and effective in preparing young people for adulthood.

### What will be different for residents?

- Children’s SEND needs will be identified and responded to early, to prevent escalation. Those with high levels of need will be fast-tracked to appropriate support
- Young people will be supported to develop independence and resilience and have access to greater range of vocational opportunities
- Local provision will be more inclusive so that more children can be educated and supported closer to home in their local communities, which will also reduce the amount of (and costs) of travel
- Families will be equipped with the knowledge, information and tools they require to manage their child’s SEND needs, to access the right support, and be able to easily navigate SEND services

### How will we know it is successful?

- Improved outcomes for children with SEND, including increased participation in employment, reduced school exclusions, increase in number of children attending mainstream settings and increased participation in education
- Increase in children’s needs met at an earlier stage, including reduction in the number of education, health and care plans (EHCP), improved access to therapies without an EHCP, and increased levels of SEN support
- Achievement of financial sustainability in delivery of SEND services including reduced spend on specialist independent provision, reduced spend on transport, and increased contributions from partner agencies to deliver support

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# SEND transformation

(including transport)

“Transforming the experiences of children and young people with Special Educational Needs and Disabilities in Surrey”

## Progress to date

- Conducted exploratory work with families and services to understand what the need is and what is currently happening across SEND services
- Updated programme in line with SEND strategy and achievement of financial sustainability.
- Started implementing new capital strategy, to deliver sufficient school places, and market management plan, to ensure value for money in the provider market, and activity underway
- Started rolling out “graduated response” (early identification and response) with implementation team set up, tools developed, multi-agency training underway, and Local Learning Fund in place.
- Broadened vocational services for young people aged 16+

## Focus for the next phase

- Agree plan to realise benefits and associated indicators
- Undertake activities to strengthen operational improvements including establishing new decision-making structures
- Initiate and deliver work to establish SEND Front door, to improve early help
- Develop specific SEND strategy for children aged 0-4, which links with work being led by Surrey Heartlands around ‘First 1000 days’
- Develop a joint commissioning approach across local authorities and health, which includes securing an increased contribution from health to resource and deliver support services

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1
<ul style="list-style-type: none"> <li>• Revise EHCP decision-making and governance</li> <li>• Establish new funding model for children aged 0-4 with SEND</li> </ul>	<ul style="list-style-type: none"> <li>• Develop SEND strategy for ages 0-4</li> <li>• New joint commissioning arrangements for specialist provision and support</li> <li>• Draft Travel Assistance policy</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver Continuing Health Care funding savings</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve increased use of maintained provision targets</li> <li>• Increase in young people on vocational pathways</li> </ul>		<ul style="list-style-type: none"> <li>• Re-commissioning of health, including therapies</li> </ul>

## Transformation investment and efficiencies (2020/21)

Total investment

£2.0m

Total expected efficiencies

£5.1m

# Working differently with communities

“Enabling and empowering people to have a strong connection with each other and the place where they live to support happier, healthier communities”

## PEOPLE









### Transformation Phase:

(1) Discover and Define: In progress

(2) Design and Develop:

(3) Deliver:

### Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey's diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

### What is the programme ambition?

Surrey is embarking upon a system wide shift towards a more community centred approach, embedding principles of social action and community participation across the county in support of the Community Vision for Surrey in 2030. The core aim of the emerging programme of work is to allow Surrey to prototype new approaches which create the conditions for community initiated or led projects to flourish and enable system change to occur. The programme will act as a catalyst for fundamental change across the council in the way it approaches delivery with partners. This will include placing residents at the centre of resolving community challenges and adopting a focus on placed-based inequalities. There are two core components:

- Community of practice and leadership - establishing a leadership and learning network to share learning, best practice and provide support to enable ideas to flourish. We plan to identify a strategic learning partner with external knowledge and expertise to challenge the council and programme to think beyond the perceived art of the possible, helping to shape and deepen practice and help co-production and co-design within future prototypes
- Prototypes - encouraging a stronger spirit of community participation and foster greater community cohesion, particularly in areas experiencing the greatest inequalities. This will allow Surrey to prototype new approaches aimed at creating the conditions for community initiated or led projects to flourish and enable system change to occur

### What will be different for residents?

- Residents and communities will be encouraged and empowered to develop community initiatives that respond to local needs. There will be greater opportunities and support for residents to set up their own projects and initiatives
- Residents will have more direct involvement in council services and decision making through co-design and co-production work

### Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director for Transformation, Partnerships & Prosperity
Accountable Executive [Director]	Nicola Kilvington, Director for Insight, Analytics & Intelligence
Programme Manager	To be confirmed

### How will we know it is successful?

- Residents feel able to speak up, express an opinion and to take the lead on issues they feel are important within their communities
- Lots of community activity initiated, not all of it involving the council
- Networked communities feel able to share information and grow social ties
- People know who to speak to in order to access advice and support
- No one left behind, people of all ages able to play an active, fulfilling part in their community, focus on reducing isolation and loneliness
- Residents feel pride and a sense of belonging for the place they live
- Public services view communities and residents from a strength based perspective

# Working differently with communities

“Enabling and empowering people to have a strong connection with each other and the place where they live to support happier, healthier communities”

## Progress to date

- Engagement with partners through Community Vision events (2018) and community participation event (June 2019)
- Exploring prototype ideas, in particular ‘community shops’ model of participation/social action
- Identifying options for a strategic learning partner to help progress the programme
- Identifying and connecting cross authority initiatives which exemplify the enablement approach including Greener Futures, Million Ways, Library co production
- Development of terms of reference for Local Partnership Boards
- Ongoing Digital Mapping and identification of community initiated activity
- Best practice comparison with other councils (e.g. Cambridgeshire, North Yorkshire)

## Focus for the next phase

- Partnership event early 2020 to showcase community initiatives and inspire further initiatives
- Establishing ‘community participation’ prototypes around county
- Expanding the learning network, including greater engagement and cross-sector working with partners (health sector in particular) to grow and embed the community centred approach
- Training and upskilling based on community enablement techniques and approaches
- Innovative use of data and insight tools to inform approach
- Piloting of new partnership models
- Community involvement/engagement
- Development of evaluation framework

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>• Discovery phase</li> </ul>	<ul style="list-style-type: none"> <li>• Establish ‘community participation’ prototype</li> <li>• Develop evaluation framework</li> <li>• Partner event</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Learning partner in place</li> <li>• Piloting of new partnership models</li> </ul>	<ul style="list-style-type: none"> <li>• Decision on next phase of the programme</li> </ul>

## Transformation investment and efficiencies (2020/21)

Total investment

£0.05m

Total expected efficiencies

Potential future cost containment



# PLACE

# Countryside

“Open up our countryside to improve access, encourage and support people to use our assets and spaces more regularly”

## PLACE







### Transformation Phase:

(1) Discover and Define: In progress

(2) Design and Develop:

(3) Deliver:

### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### What is the programme ambition?

The programme is designed to define, develop and deliver an improved offer from our countryside estate, which enables us to increase access and reduce health inequalities throughout the county. The aim is to identify and progress key areas for development and seek ways to improve access and generate sustainable income streams to ensure long term viability of these vital assets.

### What will be different for residents?

- There will be easier access to the countryside to participate in a wide range of events and activities which promote good health and reduce health inequalities
- There will be a wider range of opportunities for local people to participate and get active throughout the estate to make access to the countryside more attractive and accessible for more people

### Who is leading the programme?

Cabinet Lead(s)	Denise Turner-Stewart, Cabinet Member for Community Safety, Fire & Resilience
Senior Responsible Owner (SRO)	Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Accountable Executive [Director]	Director of Environment (tbc)
Programme Manager	Katie McDonald

### How will we know it is successful?

- Increased visitor numbers
- Reduction in health inequalities across the county through more active communities
- Income streams are established and maintained to ensure sustainable future use of the countryside estate

# Countryside

“Open up our countryside to improve access, encourage and support people to use our assets and spaces more regularly”

## PLACE

### Progress to date

- Completed “discovery” research, analysing data and identifying the potential opportunities to generate sustainable income streams

### Focus for the next phase

- Further develop programme through business case and delivery plan
- Develop an operating model for income generation
- Build internal commercial capacity and capability

### High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>Recruiting a joint post/resource between property and countryside</li> <li>Map the different target market sectors</li> </ul>	<ul style="list-style-type: none"> <li>Start initial assessment of new licensed activities</li> <li>Undertake commercial development</li> </ul>	<ul style="list-style-type: none"> <li>Develop business case in line with “becoming more entrepreneurial” programme</li> <li>Commence planning applications where necessary</li> </ul>	<ul style="list-style-type: none"> <li>Implementation</li> </ul>

### Transformation investment and efficiencies (2020/21)

Total investment

£0.3m

Total expected efficiencies

£0.3m

# Community protection

(including Surrey Fire and Rescue Service transformation)









## Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: ✓

(3) Deliver: In progress

## Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

## What is the programme ambition?

### Community Protection Group

We are creating a new Community Protection Group that includes responsibility for Trading Standards, Emergency Management, Health & Safety, Military Covenant and Surrey Fire & Rescue Service (SFRS). Focused on the areas of People, Places, Products and Premises, we will work with partners, communities and businesses to protect residents from harm both physically and financially through: our prevention and protection work, effectively preparing for and responding to emergencies, tackling rogue traders and deceptive, unsafe, and illegal practices and products.

### Surrey Fire & Rescue Service

We need to modernise to meet the national direction for fire authorities, local risks, and the recommendations for improvement made by statutory inspections and the new Community Vision for Surrey. Our plan, Making Surrey Safer 2020 – 2023 puts people at the heart of what we do by focusing on our most vulnerable people and places designated as high risk. This will reduce the likelihood of emergencies and ensure that when emergencies do happen we respond more efficiently.

## What will be different for residents?

### Community Protection Group:

- Surrey is a safer place to live, work, travel and do business. Helping communities feel safer and more resilient as a result

### Fire & Rescue Service:

- Residents will be safer as we will be carrying out more prevention work and therefore preventing emergencies happening in the first place
- We will make every contact with residents count and will use our Community Risk Profile to target our prevention and protection activities where it will make the biggest difference
- We will continue to respond to emergencies and have introduced improvements to reduce the time it takes between a call coming in and our firefighters leaving the station

## Who is leading the programme?

Cabinet Lead(s)	Denise Turner-Stewart, Cabinet Member for Community Safety, Fire & Resilience
Senior Responsible Owner (SRO)	Chief Fire Officer Steve Owen-Hughes, Head of Surrey Community Protection Group
Accountable Executive [Director]	Sarah Kershaw, Chief of Staff (SFRS) Dan Quin, Deputy Chief Fire Officer
Programme Manager	Bernie Beckett / Keith McCain

## How will we know it is successful?

We are continuously measuring our performance and will use data and analytics to look at ways that we can improve so that we are as effective and efficient as we can be. Our performance framework monitors performance on an individual, team and service basis. This is reviewed and scrutinised to ensure we are delivering our outcomes. We are implementing the changes on a phased basis and are working with Brunel University to develop the assessment and assurance criteria. This will help inform the implementation of the second phase later in 2020.

# Community protection

(including Surrey Fire and Rescue Service transformation)

“Delivering a new Community Protection Group that better protects residents, provides value for money and focuses on prevention”

Progress to date		Focus for the next phase	
<p><b>Community Protection Group</b></p> <ul style="list-style-type: none"> <li>New structure and governance for Community Protection Group in place</li> <li>Service Offer designed</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with employees on changes carried out and feedback report developed</li> <li>Decision made at SFRS Transformation Sponsoring Board on implementation of plan and crewing model to be taken forward</li> <li>Communications sent to employees providing outcome of consultation and decision-making process</li> <li>Regular conversations with Unions</li> </ul>	<p><b>Community Protection Group</b></p> <ul style="list-style-type: none"> <li>Communication plan developed</li> <li>Engagement with partners</li> <li>Digital improvement plan developed</li> <li>Stakeholder engagement work to be delivered</li> </ul>	<p><b>Fire and Rescue Service</b></p> <ul style="list-style-type: none"> <li>Development of improved online/digital experience</li> <li>Response from SFRS to be provided to Inspectorate</li> <li>Phase 1 of implementation</li> <li>Cultural change programme to be finalised</li> </ul>
<p><b>Fire and Rescue Service</b></p> <ul style="list-style-type: none"> <li>Communications Strategy developed and in delivery</li> <li>‘Making Surrey Safer’ Plan agreed at Cabinet on 24 September 2019</li> </ul>			

High Level Milestone Plan			
2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>March: Transition to new response model complete</li> </ul>	<ul style="list-style-type: none"> <li>April: Phase 1 of new response model implemented</li> </ul>	<ul style="list-style-type: none"> <li>October: Assessment of Phase 1 carried out</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 to be implemented with further milestones agreed</li> </ul>

Transformation investment and efficiencies (2020/21 – 2022/23)	
Total investment	£1.2m
Total expected efficiencies	£1.4m



# Creating Environment, Transport and Infrastructure (ETI)

“Creating the ETI team and reshaping the current department to enable the delivery of our place ambitions. Preparing and developing leadership and building understanding and capability to enable different ways to work with residents, communities and partner organisations”









## Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

## Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

## What is the programme ambition?

The programme aims to establish an effective structure for the ETI Directorate that has the right capability, capacity, leadership and culture to deliver key projects for Surrey County Council and help shape and influence the future of the county. This will be achieved by revising structures, undertaking leadership development, recruiting skills and expertise where needed for specialist roles and to ensure the directorate is as effective as possible.

The new team will support the council's ambition to adopt a place-based approach, better aligning service activity and public resource around the needs of people and places, not organisational boundaries and functions. In particular, it will enable us to successfully plan and deliver our multi-million pound capital programme of investments in local infrastructure that will help ensure Surrey benefits from good growth, both now and into the future.

## What will be different for residents?

- A more capable directorate will mean that services are delivered even more effectively with partner organisations and the public to provide the right things for local places
- By having the right structure and culture in place, the directorate will be able to engage with residents in different ways to enable greater co-creation of places and localities

## Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive
Accountable Executive [Director]	Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Programme Manager	Sophia Looney

## How will we know it is successful?

- The council's place ambitions are delivered successfully, on time and within budget
- The directorate is successfully delivering its portfolio of transformation and major programmes of change
- Rethinking Transport, Greener Future and Rethinking Waste programmes are successfully changing operational practice

# Creating Environment, Transport and Infrastructure (ETI)

“Creating the ETI team and reshaping the current department to enable the delivery of our place ambitions. Preparing and developing leadership and building understanding and capability to enable different ways to work with residents, communities and partner organisations”

## PLACE

### Progress to date

- Two Director roles confirmed and one in post
- Leadership office transfer to Community protection group confirmed
- Adviser for Capital works and Major Projects capacity and pipeline recruited

### Focus for the next phase

- Finalise and share proposals for new Directorate structures
- Joint work with HR regarding support for Directorate structures
- Recruit Director of Environment
- Determine capacity needs for Major Projects and Planning
- Design and delivery development programmes for the wider workforce to support culture change and in line with wider organisational development programmes

### High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>• Design new structure for the directorate</li> <li>• Recruit adviser to develop Capital works and major projects pipeline</li> <li>• Recruit Director of Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Implement new structure for ETI</li> <li>• Develop proposal for leadership and culture change in ETI</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to embed and develop new leadership approach and culture for the Directorate</li> </ul>	<ul style="list-style-type: none"> <li>• Test whether the changes are delivering desired outcomes</li> </ul>

### Transformation investment and efficiencies (2020/21)











# Economic growth

## PLACE

“Ensuring the council plays an active and effective role alongside all partners to shape and achieve “good growth” for Surrey; creating great places for people to live, work, learn and enjoy”



### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey’s diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### What is the programme ambition?

The programme exists to help ensure that SCC plays an active and effective role alongside all partners to shape and achieve good growth for Surrey, creating great places for people to live, work and enjoy. There are many strands to this and interrelated programmes (e.g. digital infrastructure, transport and mobility, environment, housing, skills) and this specific programme of work is focused on how the council can help deliver the future ambitions for Surrey in 2050 as agreed across our wide partnership of agencies. To help do this, as part of the first phase of this work, we will develop and start to deliver the council’s economic development strategy.

### What will be different for residents?

The overall aim is to ensure residents can benefit from “good growth” which is proportionate and sustainable, focusing on the places where people both live and work and supporting overall improvements to prosperity, health and well-being. This also means:

- Better infrastructure, including green infrastructure
- High quality design in our buildings and public realm
- A more resilient and flexible local economy
- More resilience to the impacts of climate change and flooding

### Who is leading the programme?

Cabinet Lead(s)	Colin Kemp, Deputy Leader
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director Transformation, Partnerships and Prosperity Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Accountable Executive [Director]	Director of Economic Development and Prosperity (starting 2020)
Programme Manager	Nikki Nicholson

### How will we know it is successful?

Further specific measures of success will be defined as part of the Economic Development Strategy, but key long term indicators of successful good growth include:

- Improved connectivity within Surrey and in and out of the county, through both infrastructure and digital technologies
- Unlocking the potential of Surrey’s towns, including safeguarding valuable economic assets such as employment land and premises within town centres so there is a flexible supply to meet changing economic needs
- Providing our key industrial sectors with the right type of premises, workforce and skills to support a high value, high growth economy
- Maximise regional and national funding into Surrey

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# Economic growth

“Ensuring the council plays an active and effective role alongside all partners to shape and achieve “good growth” for Surrey; creating great places for people to live, work, learn and enjoy”

## PLACE

Progress to date	Focus for the next phase
<ul style="list-style-type: none"> <li>Developed a Surrey Place Ambition for 2050 through the partnership “Surrey Future” group</li> <li>Started to develop an Economic Development Strategy</li> <li>Begun to refresh the Surrey Infrastructure Study</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Director of Economic Growth and Prosperity who will review and rebuild resources to deliver on our ambitions</li> <li>Complete an Economic Development Strategy, using data and insight, and begin delivery</li> <li>Finalise the updated Surrey Infrastructure Study so it is comprehensive and can be used to inform policy and investment decisions</li> <li>Continue to engage with emergent Heathrow and Gatwick airport proposals</li> <li>Complete the next phase of work on the Surrey 2050 ambition with partners</li> </ul>

### High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2
<ul style="list-style-type: none"> <li>Appoint Director</li> <li>Finalise Economic Development Strategy and start delivery</li> </ul>	<ul style="list-style-type: none"> <li>Complete Infrastructure study</li> </ul>	<ul style="list-style-type: none"> <li>Decision on next phase of programme</li> </ul>

### Transformation investment and efficiencies









<p><b>Total investment</b></p> <p>No specific transformation funding at this stage</p>	<p><b>Total expected efficiencies</b></p> <p>Potential future efficiencies</p>
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# Greener future

“Bringing together residents, partners and businesses to deliver the council’s vision of being a zero carbon and resilient county by 2050 through an inclusive Climate Change Strategy and Action Plan”



## Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey’s diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

## Who is leading the programme?

Cabinet Lead(s)	Mike Goodman, Cabinet Member for Environment & Waste
Senior Responsible Owner (SRO)	Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Accountable Executive [Director]	Director of Environment (Group commissioning manager until appointed)
Programme Manager	Esme Stallard

## What is the programme ambition?

In July 2019 Surrey County Council declared a Climate Emergency, committing to becoming net zero carbon by 2050, in response to the continued growth of global emissions and the subsequent threat of climate change. To deliver on this ambition, the council is developing a Climate Change Strategy and Action Plan in partnership with residents and communities.

The council will be working in partnership with communities and Districts and Boroughs to identify Surrey’s long term ambition and the action we need to take to achieve our goal. This work will form the basis of the Strategy and Action plan – and will seek to reduce emissions across the transport, buildings and waste sector while improving the quality of life for residents.

The next phase of the programme will be delivery. Given the scale of the task ahead this programme is likely to run to 2050 and beyond and therefore will need an extended period of design and development from January to April 2020.

At the same time a number of initiatives are being developed which can be immediately implemented. These include renewable energy production, support to local SMEs to change their energy use (LoCASE), solar farms, street lighting energy and tree planting. The action plan will identify further work that needs to be taken to develop and prepare other initiatives for longer term delivery.

## What will be different for residents?

- Improved health and wellbeing through better air quality and way of life
- Increased active and public transport infrastructure to promote use of these forms of transport
- Job creation in the green sector – as new industries emerge around achieving the carbon neutral ambition
- Long-term cost savings from improved energy efficiency and lower consumption.
- Increased partnerships and collaboration with local government in shaping a Greener Surrey

## How will we know it is successful?

- Reduction in county wide carbon emissions to net zero by 2050
- Reduction in council emissions to net zero by 2030
- Increase in percentage of journeys made using public and active transport
- Improvement in air quality
- Increase in green space, biodiversity and tree cover
- Reduction in waste production and increase in recycling rates

# Greener future

“Bringing together residents, partners and businesses to deliver the council’s vision of being a zero carbon and resilient county by 2050 through an inclusive Climate Change Strategy and Action Plan”

## PLACE

Progress to date	Focus for the next phase
------------------	--------------------------

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Task Group report sent to Select Committee</li> <li>• Design Challenge: showcase planned and final workshop successfully completed</li> <li>• Emissions: commissioned Leeds University to produce a baseline for county wide emissions and net zero carbon trajectory to 2050</li> </ul> | <ul style="list-style-type: none"> <li>• Gap analysis for existing policy and needs assessment</li> <li>• Development of engagement approach for an inclusive Climate Change Strategy</li> <li>• Development – actions that are costed, emissions reductions and co-benefits identified and owned</li> <li>• Move into delivery for key developments including tree planting, work with subject matter experts to support their change in energy use, designing and testing the feasibility of solar farms</li> </ul> |
|---|---|

### High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1
<ul style="list-style-type: none"> <li>• Design Challenge showcase</li> <li>• Council and county-wide emissions baseline data</li> <li>• Insights baseline report</li> <li>• Call for action prepared by Scrutiny task group</li> <li>• First of the 1.2m trees planted</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of LoCase grant design and commence working with local SMEs</li> <li>• Project Board established</li> <li>• Policy baselining complete</li> <li>• Engagement activities carried out</li> </ul>	<ul style="list-style-type: none"> <li>• Cabinet approval then launch of climate change strategy</li> <li>• Long term approach for community engagement through the theme of CC</li> <li>• Feasibility for solar farm undertaken</li> </ul>	<ul style="list-style-type: none"> <li>• Emissions and progress data collection</li> <li>• Climate Change Festival</li> </ul>	<ul style="list-style-type: none"> <li>• Annual update report on Strategy delivery and determination of next phase of work</li> </ul>	<ul style="list-style-type: none"> <li>• Annual emissions benchmarking for Council and county-wide emissions</li> </ul>

### Transformation investment and efficiencies (2020/21)

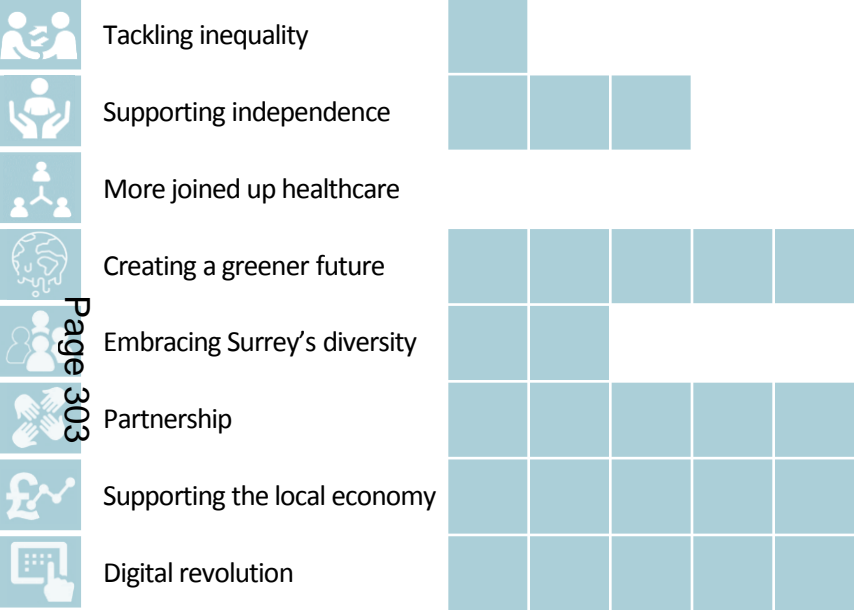


# Improving infrastructure

“Fundamentally improving the infrastructure assets that the county holds, ensuring that we genuinely get the basics right while providing our Greener Future and Rethinking Transport ambitions with a delivery mechanism that is cutting edge, dynamic and able to respond to the context in which we are working”



## Strategic Priorities – Focus for 2020-25



## Who is leading the programme?

Cabinet Lead(s)	Matt Furniss, Cabinet Member for Highways
Senior Responsible Owner (SRO)	Gill Steward, Interim Executive Director Environment Transport and Infrastructure
Accountable Executive [Director]	Lucy Monie, Director, Infrastructure Delivery
Programme Manager	To be confirmed

## What is the programme ambition?

The programme exists to improve and enhance our infrastructure assets, securing a modern, cost effective network which enables the delivery of our wider ambitions for the county.

The programme will rethink the scope and nature of the highways contract arrangements, improve our highways infrastructure, explore and develop ways to apply digital innovation to our network and use our highway assets differently, including seeking commercial opportunities.

## What will be different for residents?

- Residents will benefit from better network management, improving their ability to travel around the county
- Businesses will benefit from better network management and the potential for improved growth opportunities
- We can put the new ideas and thinking from our Greener Future and Rethinking Transport programmes into practice

## How will we know it is successful?

- Highways contract successfully transformed and re-let
- Asset management strategy will be implemented
- Improved network management
- Highway assets will be used for more innovative purposes, seeking income to support other improvements

# Improving infrastructure

“Fundamentally improving the infrastructure assets that the county holds, ensuring that we genuinely get the basics right while providing our Greener Future and Rethinking Transport ambitions with a delivery mechanism that is cutting edge, dynamic and able to respond to the context in which we are working”

## PLACE

### Progress to date | Focus for the next phase

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Completed “discovery” research, analysing data and framing the potential for different contract arrangements for the highways contract, talking to multiple organisations, providers, and the market and communities to understand the current challenges and opportunities</li> <li>Analysis of highway network to determine potential Lane Rental charging network</li> <li>Ongoing research to identify pilot digital innovations in carrying out highway maintenance activities</li> </ul> | <ul style="list-style-type: none"> <li>Continue to develop enhanced asset programmes so they are ready to start being delivered from April 2021</li> <li>Continue to scope digital, network and commercial strategies and implementation plans</li> </ul> |
|---|---|

### High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> <li>Development of enhanced asset strategy programme</li> <li>Development of Lane Rental Scheme</li> <li>Design of digital asset strategy pilots</li> <li>Determination of issues with network Management</li> <li>Commercial opportunities identified</li> </ul>	<ul style="list-style-type: none"> <li>Delivery commences of enhanced asset strategy</li> <li>Delivery of digital asset strategy pilots</li> <li>Apply to Department for Transport with Lane Rental Scheme proposals</li> <li>Determination of future highways contract arrangements</li> </ul>	<ul style="list-style-type: none"> <li>Development of potential improvements in Network Management</li> </ul>	<ul style="list-style-type: none"> <li>Future Highway contract issued to market, procurement process commences</li> <li>Review of digital asset strategy pilots</li> </ul>	<ul style="list-style-type: none"> <li>Possible commencement of Lane Rental Scheme</li> </ul>

### Transformation investment and efficiencies (2020/21)

<b>Total investment</b>	£0.4m	<b>Total expected efficiencies</b>	Potential future efficiencies
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# Rethinking transport

“Fundamentally shifting the county to a more sustainable relationship with transport and travel by developing new ways of working together and by drawing on new thinking, innovative technology and behaviour change techniques”









## Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

## Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

## What is the programme ambition?

The programme exists to help us redefine our relationship with transport and travel in Surrey. We are bringing leaders from across the Surrey together to identify shared ambitions for transport and to develop the strategy, priorities and approach required to achieve those ambitions. We are doing this by connecting work underway across the county to ensure we are making best use of collective capacity across different organisations. This includes ensuring the right data is available and used to support long-term planning and decision-making. We are also using pilot projects to test new approaches to meeting transport needs, and moving into delivery where our plans allow, including electric and low emission vehicle strategy and purchase, real time travel information, parking and air quality.

## What will be different for residents?

- By working together with public, private and voluntary organisations and local communities – and using new technologies and data insight – we will rethink how residents access communities, employment, health and social care, education and other key services, while also reducing road use and air pollution
- Residents will have increased options for flexible and independent travel, reducing reliance on individual car use and better enabling those with additional needs to travel independently and safely
- Local employers will be supported to enable their employees to make more sustainable travel choices

## Who is leading the programme?

Cabinet Lead(s)	Tim Oliver (Leader), Matt Furniss (Cabinet Member for Highways)
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive, SCC Claire Fuller, SRO, Surrey Heartlands
Accountable Executive [Director]	Rachel Crossley, Director, Strategic Commissioning Gill Steward, Interim Executive Director, Environment, Transport and Infrastructure
Programme Manager	Amy Cosgrave

## How will we know it is successful?

- Journeys moved off the road
- Reduced congestion
- Improved air quality
- Increased options for flexible and independent travel

# Rethinking transport

“Fundamentally shifting the county to a more sustainable relationship with transport and travel by developing new ways of working together and by drawing on new thinking, innovative technology and behaviour change techniques”

## PLACE

Progress to date	Focus for the next phase
<ul style="list-style-type: none"> <li>Completed data analysis and research through talking to multiple organisations and communities to understand the current challenges and opportunities for transport in Surrey</li> <li>Identified 5 pilot schemes to test new approach</li> <li>Identified key areas of delivery that we can start to change immediately</li> </ul>	<ul style="list-style-type: none"> <li>Set up and run five pilots across the county to test new approaches to travel and transport – these include, for example, reducing the number of journeys on the road and the impact of those journeys through communication and awareness raising and changes to the infrastructure.</li> <li>Continue to bring together leaders from across public, private and voluntary organisations to re-think current approaches</li> <li>Use data and insight to help shape future travel policy design</li> <li>Establish and design our approach to better highway management and electric and low emission vehicles</li> </ul>

High Level Milestone Plan				
2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> <li>Pilot schemes start</li> <li>Establish Electric Vehicle and Low emission strategy</li> <li>Design better highway management, including on street parking and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Implement approach to electric and low emission vehicles</li> <li>Implement better highway management</li> <li>Commence the local transport plan refresh</li> </ul>	<ul style="list-style-type: none"> <li>All pilots underway</li> <li>Connect understanding and learning to operational delivery</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate pilots</li> </ul>	<ul style="list-style-type: none"> <li>Decision on next phase of programme</li> </ul>

Transformation investment and efficiencies (2020/21 – 2021/22)	
Total investment	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 2px solid #00838f; border-radius: 50%; padding: 10px 20px; background-color: #00838f; color: white; font-weight: bold;">£0.7m</div> <div style="border: 2px solid #00838f; border-radius: 50%; padding: 10px 20px; background-color: #00838f; color: white; font-weight: bold;">£1.5m</div> </div>

# Rethinking waste

“Fundamentally shifting the way we deal with municipal waste within Surrey, creating new infrastructure and working with districts and boroughs in a more collaborative way to make efficiencies and reduce the production of waste, maximise recycling and reuse and minimise the use of landfill”

## Transformation Phase:

(1) Discover and Define: ✓

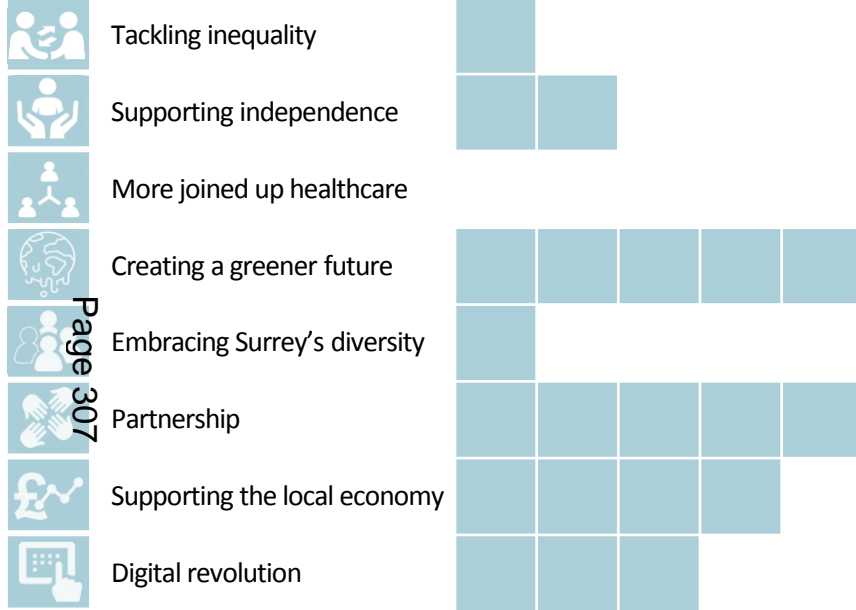


(2) Design and Develop: In progress



(3) Deliver:

## Strategic Priorities – Focus for 2020-25



## What is the programme ambition?

The programme exists to help us create a new strategy for dealing with municipal waste in Surrey and to prepare for new contractual arrangements to deal with our waste beyond expiry of our existing contract in September 2024. This work will require close liaison with the district and borough waste collection authorities with the ambition of moving towards a single waste authority for Surrey which would align our aims and objectives and create more efficient ways of working. A key element of the programme will be to ensure that, after reducing, reusing and recycling, we have secured capacity to deal with residual waste through energy recovery. An element of the programme will focus on shorter term objectives such as creating local infrastructure, reducing recycling contamination and looking for opportunities to reduce costs.

## What will be different for residents?

- By working together with public, private and voluntary organisations and local communities – and using new technologies and data insight - we will find new ways to engage residents to reduce the amount of waste they create, encourage reuse and maximise the quantity and quality of waste that is recycled
- Residents will be provided with the means to make recycling easy and more accessible with clear instructions and guidance on what can and can't be recycled. Information will be provided on how residents can reduce the amount of waste they create and opportunities for reuse will be promoted
- Opportunities for local businesses to minimise and recycle their waste will be promoted

## Who is leading the programme?

Cabinet Lead(s)	Mike Goodman (Cabinet Member for Environment & Waste), Mark Nuti (Deputy Cabinet Member)
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive
Accountable Executive [Director]	Gill Steward, Interim Executive Director, Environment, Transport and Infrastructure
Programme Manager	Richard Parkinson

## How will we know it is successful?

- Less waste is created
- Less waste is disposed of illegally by fly tipping
- More waste is reused or recycled
- The amount of waste landfilled is minimised
- Our costs for dealing with waste are as low as possible
- New local infrastructure for dealing with waste is created

# Rethinking waste

“Fundamentally shifting the way we deal with municipal waste within Surrey, creating new infrastructure and working with districts and boroughs in a more collaborative way to make efficiencies and reduce the production of waste, maximise recycling and reuse and minimise the use of landfill”

## PLACE

### Progress to date

- Initial meetings have taken place with districts and boroughs to discuss potential collaboration and new ways of operating in relation to the green and waste agenda
- Appointed new Programme Manager starting in January
- Some work has commenced on local waste infrastructure

### Focus for the next phase

- More detailed discussions with partners to determine next steps and agree approach
- Develop vision and strategy with partners
- Consult and gain approval for strategy
- Commence approval processes for delivery of local infrastructure
- Improving the quantity and quality of kerbside recycling

### High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> <li>• Employ new programme manager and commence fact finding visits with district and borough councils &amp; others.</li> </ul>	<ul style="list-style-type: none"> <li>• Commence the creation of new waste strategy and explore opportunities for short term efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Shape and consult on draft principles of the waste strategy.</li> <li>• Commence delivery of short term efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Gain approval and sign off for new strategy.</li> <li>• Continue to deliver short term efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>• Commence procurement process based on new strategy</li> </ul>

### Transformation investment and efficiencies (2020/21 – 2021/22)

Total investment	£0.2m	Total expected efficiencies	£0.8m
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# ORGANISATION

# Agile workforce

“Enabling council employees to work from anywhere at anytime to provide services in the most effective way for residents in Surrey”

## ORGANISATION

### Transformation Phase:

(1) Discover and Define: ✓



(2) Design and Develop: In progress

(3) Deliver:

### Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

### What is the programme ambition?

The programme will shape a more agile workforce, that is able to adapt and better respond to the needs of residents and communities. We are doing this by helping people work together more effectively. We will enable employees to better communicate, share and interact with one another and work from the most appropriate location relevant to the work they do. This will include improving connectivity, digitising ways of working and making better use of communications technology, such as mobile telephony, instant messaging and video conferencing. We will develop our culture and support our people to work in more agile ways.

The programme is in the Design and Develop phase and comprises projects, that are at different stages. Work is closely linked to the Moving Closer to Residents (MCTR) and Digital programmes which will collectively modernise how the council operates.

### What will be different for residents?

- More efficient, effective and better quality ways of working that will speed up and enhance service delivery
- Services will be more accessible and local across the county with service delivery less tied to physical locations
- Many of the improvements will enable staff to work more flexibly and efficiently but may not be visible outside of the council

### Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff, Cabinet Member for Corporate Support
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Lorraine Juniper, Head of Strategy & Engagement IT & Digital
Programme Manager	Andy Last

### How will we know it is successful?

- Improved service delivery as a result of employees working from more suitable, local and better equipped locations
- Greater amounts of information available digitally, and readily accessible
- Increased number of employees working in a flexible way
- Reduced costs, through integrated and unified communications and network connections
- Reduced travel requirements, supporting our green agenda and enabling employees to spend more time with the people they support
- Reduced expenses incurred by council employees

# Agile workforce

“Enabling council employees to work from anywhere at anytime to provide services in the most effective way for residents in Surrey”

## Progress to date

- Established a team to deliver programme
- Upgrading technology used by council staff to more modern computer devices, with Windows 10 operating system rollout underway
- Planned the approach to change and how we will work differently to deliver the outcomes of this programme

## Focus for the next phase

- Complete upgrade of Window 10 computer devices and mobile technology rollout
- Finalise a number of technology solutions and how they will be set up - this will include improving connectivity, digitising ways of working and making better use of communications technology, such as mobile telephony, instant messaging and video conferencing
- Manage changes to ways of working through ongoing engagement with staff

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>▪ Finalise planning the approach</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to create agile workspaces in offices to accelerate and extend new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Further implement new ways of working across the council</li> <li>• Finalise preparations for staff to work out of Midas House</li> </ul>	<ul style="list-style-type: none"> <li>• Embed new ways of working</li> </ul>

## Transformation investment and efficiencies (2020/21 – 2022/23)

**Total investment** £2.2m

**Total expected efficiencies** Potential future efficiencies

# Becoming more entrepreneurial

“Being more creative, innovative, and entrepreneurial to help protect and invest in vital services by making better use our assets, opening up new services to residents, ensuring good value for taxpayers and sustainable services for future generations to use and enjoy”

## ORGANISATION








### Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

### Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

### What is the programme ambition?

The programme will help us become more innovative and entrepreneurial so that we can make better use of the county's great assets and support, maintain and improve vital local services. We must work creatively to respond to the rising demand for services, help secure our finances, and support growth.

As part of the programme, we will develop our plans including building on the success of existing services, joining up our various enterprises and exploring other possibilities. For example, creating a better experience for people using the countryside estate and opening facilities for wider use (see the Countryside programme). We will also develop our entrepreneurial capabilities and skills within our organisation to ensure that services are sustainable for the long term.

### What will be different for residents?

- Services are protected and improved, to ensure they continue to be made available to the public
- Better value and more co-ordinated services for schools in Surrey
- Surrey businesses will benefit from partnering and support

### Who is leading the programme?

Cabinet Lead(s)	Tim Oliver (Leader), Mel Few (Cabinet Member for Finance)
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Sonia Sharma, Interim Assistant Director of Commercial
Programme Manager	To be determined

### How will we know it is successful?

- Increased satisfaction and feedback from residents and service users
- Met 2020/21 targets for budgets and savings
- Identified new opportunities to secure income and protect vital services



# Becoming more entrepreneurial

“Being more creative, innovative, and entrepreneurial to help protect and invest in vital services by making better use our assets, opening up new services to residents, ensuring good value for taxpayers and sustainable services for future generations to use and enjoy”

## Progress to date

- Developed collective approach across the council
- Worked with teams in highways, ceremonial and back office services (such as payroll and administration), to explore the approach
- Identified key roles and resources

## Focus for the next phase

- Develop our approach and long term plans to make best use of assets, open up services and ensure services are sustainable in the long term
- Develop proposals and plans for what we can do with back office services we provide to other organisations

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>• Start research to support our long term plans</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise proposed plans for back office services</li> </ul>	<ul style="list-style-type: none"> <li>• Agree plans</li> </ul>	<ul style="list-style-type: none"> <li>• Identify areas with potential for further development 2021/22</li> </ul>

## Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment

£0.3m

Total expected efficiencies

£0.7m

# Customer experience

“Making people’s experience of dealing with the council quicker, easier and better”

## ORGANISATION

### Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

### Strategic Priorities – Focus for 2020-25



### What is the programme ambition?

The programme aims to transform what people experience when dealing with the Council, be that through online services, contact with a staff member, or more indirectly through support the council facilitates in their local community. The next phase of this programme will be focused on areas where people contact the council for help and support, making sure it is seamless, easy and automated where appropriate for speed and simplicity. At the same time we will ensure the more vulnerable in our communities can always access what they need. A key priority is to introduce improved ways to access to and discuss Special Educational Needs and Disability (SEND) related support.

As we complete this next wave of improvements we will also start to look at our future ambitions, including further areas of the council’s operations, joining up across different public sector organisations and using the power of new technologies and data.

### What will be different for residents?

- It will be easier to contact the council, whatever the issue
- More support and information will be accessible online 24/7 or through webchat and chat-bots, providing a quicker resolution, especially for routine enquires and advice and information
- People with specific needs and support will receive the right help and support first time
- Frontline staff can dedicate more time to the people they support rather than be tied up in managing triage and request processes

### Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff, Cabinet Member for Corporate Support
Senior Responsible Owner (SRO)	Marie Snelling, Director of Transformation
Accountable Executive [Director]	Sue Grizzelle, Head of Customer Services
Programme Manager	Rik Jackson

### How will we know it is successful?

- Residents report improved satisfaction with the customer service they receive
- Automation is used widely and effectively to improve services
- We have fully established a single way (“a single front door”) for contact with the council
- Systems and processes for interactions with residents are joined-up across all parts of the council

# Customer experience

“Making people’s experience of dealing with the council quicker, easier and better”

## Progress to date

- Established the Children's Request for Support Team within Customer Services - the initial gateway for the C-SPA (Children's Single Point of Access) which ensures children and families get the right support quickly
- Non-urgent Adult Social Care emergency service referrals and professional referrals (via online portal) now routed through the Adults Team within Customer Services
- Successfully re-designed and launched new online customer journeys for reporting Highways defects
- Implemented 'webchat' on a growing number of council webpages with a 93% satisfaction level

## Focus for the next phase

- Complete all outstanding work from the first phase of customer transformation, making sure that contact to the council is quick, easy and well managed through a “single front door” approach
- Continue to use automation where it can provide a better, quicker service to residents
- Establish the programme team to develop the next wave of opportunities, looking at use of new technologies and potential join up with other organisations
- Manage the move of the Customer Services team to Fairmount House and changes to operating practice (as part of the Moving Closer to Residents programme)

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> <li>• Increase use of webchat/chatbots</li> <li>• Enhanced Highways Reporting</li> <li>• ASC MASH discovery</li> <li>• SEND front door discovery</li> <li>• SFRS – preventative agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Complete SEND discovery, begin design</li> <li>• Undertake planning of team move to Fairmount House</li> <li>• Undertake opportunities assessment across whole of SCC and partners where possible, producing roadmap</li> </ul>	<ul style="list-style-type: none"> <li>• Highways - further customer functions into Customer Services team</li> <li>• Finalise SEND front door/triage design</li> </ul>	<ul style="list-style-type: none"> <li>• Customer activity analysis/generation of insights to drive improvements</li> <li>• Countryside</li> <li>• Coroners</li> <li>• Libraries</li> <li>• Delivery SEND front door/triage</li> </ul>	<ul style="list-style-type: none"> <li>• Agree and start next phase of programme</li> </ul>

## Transformation investment and efficiencies (2020/21)

Total investment

£0.5m

Total expected efficiencies

£0.2m

+ potential future efficiencies

# Data insights

## ORGANISATION

“Actively using data to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow”

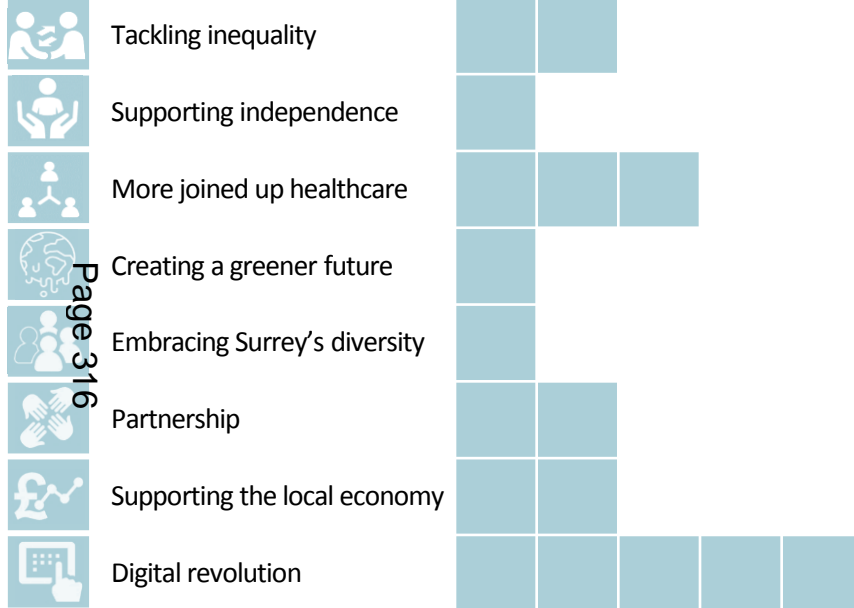
### Transformation Phase:

(1) Discover and Define: In progress

(2) Design and Develop:

(3) Deliver:

### Strategic Priorities – Focus for 2020-25



### What is the programme ambition?

The programme will help us to build a high quality data and analytics capability, which will enable us to make decisions based on evidence and insight, as well as better manage requirements by understanding the needs of our residents and communities. Developing this capability will drive changes in our behaviour and culture and will support us in improving outcomes for people in Surrey.

Insight and analytics will help us better understand where we are now, better understand the uncertainties and risk, and help us to plan for and explore what the future might look like. We will use performance measures and analysis of business information to help improve the delivery of services.

### What will be different for residents?

Services will be targeted for the people that live and work in the county. This will be as a result of:

- Having an enhanced understanding of the people in Surrey and involving them in designing and decisions that impact on services in their area
- Having the right information to make intelligent decisions about services and the best use of resources
- Using data, technology and analytics to prepare for the future
- Being able to work with our partners to better plan, predict and prevent events that affect residents

### Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff (Cabinet Member for Corporate Support), Mel Few (Cabinet Member for Finance)
Senior Responsible Owner (SRO)	Leigh Whitehouse, Executive Director, Resources, Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Nicola Kilvington, Director, Insight, Analytics & Intelligence
Programme Manager	To be confirmed

### How will we know it is successful?

- Improved performance visibility and management that provides Members and senior officers with the right information at the right time to ensure effective decision making
- Acting on real information not assumptions
- Being able to predict and measure impacts

# Data insights

“Actively using data to inform and develop the delivery of services to meet the needs of residents today and help plan for tomorrow”

## Progress to date

- Established the new Analytics and Insights team and started building the capability and skills
- Initiated a new insights and intelligence community of practice across the organisation
- Run data hackathons in partnership with Surrey Heartlands on key issues such as child obesity

## Focus for the next phase

- Continue to recruit to vacant posts within the Analytics and Insights team
- Further define and develop the programme to identify resources, investment required together with key activities and milestones
- Working with partners to review and enhance the Surrey Office of Data Analytics
- Move into delivery of the programme during 2020

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4
<ul style="list-style-type: none"> <li>• Establish the new insights team</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing development of key insights and performance metrics data</li> </ul>	<ul style="list-style-type: none"> <li>• Develop tools that give insight into inequality</li> </ul>	<ul style="list-style-type: none"> <li>• Embed the use of data in the way we make decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Have a single view of residents and their needs</li> </ul>

## Transformation investment and efficiencies (2020/21)



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“The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey”









### Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

### Strategic Priorities – Focus for 2020-25

	Tackling inequality					
	Supporting independence					
	More joined up healthcare					
	Creating a greener future					
	Embracing Surrey's diversity					
	Partnership					
	Supporting the local economy					
	Digital revolution					

### What is the programme ambition?

The programme exists to help us become a more modern council in a digital age. Our digital strategy will drive continuous change and innovation across the organisation. This will mean embracing an innovation mindset across the organisation. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership. Our approach will need to encompass our learning and development, our technology and our approach to delivering change. Our strategy will outline the role digital plays in delivering services and achieving outcomes for our community. We will deliver new solutions being truly collaborative, with service and technology experts working closely together to co-design digital services. We will build for service users and involve them as much as possible in the design.. We will exploit our technology investment and quickly identify new opportunities. Work is closely linked to the Agile Workforce, Customer, Moving Closer to Residents programmes and modernising how the council operates.

### What will be different for residents?

- Our relationships with residents deepen across council services and wider system partners through intelligent tools that support transparency, communication and on demand access to support
- Services organise around residents proactively focussing on prevention
- Being able to access a range of services, data and information at times and places that suit them
- High level collaboration in Surrey crosses organisation and geographic boundaries to share skills, resources, assets and experience
- Residents & Partners to easily and securely access Surrey services online

### Who is leading the programme?

Cabinet Lead(s)	Zully Grant-Duff, Cabinet Member for Corporate Support
Senior Responsible Owner (SRO)	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Accountable Executive [Director]	Lorraine Juniper, Head of Strategy & Engagement IT & Digital
Programme Manager	Lucy Murnane

### How will we know it is successful?

- Improved access and quality of online services, leading to positive feedback from residents about access to information and services
- The organisation seeks the best mix of robots, technology and people. Data is easily available across the wider system unpinning all activity and decisions. Digital is who we are, not just what we do
- Digital talent and skills are actively developed, teams are multi-disciplinary, self-managing
- Staff are freed up from more high volume or manual work. Collaboration and data literacy skills build
- Increased intelligence about demand and the needs of the residents, communities and places
- Reduced costs through more self service for residents and business partners and one interface to manage multiple online systems

“The way we do digital enables better lives for all. Digital is not only the implementation of technology but is crucially dependent on our digital skills and leadership to transform our culture and services that deliver better outcomes for the people and place of Surrey”

### Progress to date

- Improved residents interaction with council services via the web starting with highways, e.g. reporting defaults and damage such as roads, bridges and footpaths
- Established secure connections between computer systems to bring together data about children with special needs so that it can be viewed in one secure place (“Single View of a Child”)
- Identified and agreed partner to support in developing use of robotics and automation, to remove repetitive and time consuming tasks, free up time and reduce costs
- Set up citizens portal with two factor authentication, a security process in which the user provides two authentication factors to verify they are who they say they are
- Set up single sign-on functionality which enables residents and partners to access to all our systems securely

### Focus for the next phase

- Further development of a digital strategy that covers our strategic priorities for digital, the technical capabilities required to deliver against the priorities and the success measures, governance, reporting mechanisms and process for delivery
- Research joining up customer service and incident tracking system with social media to enable residents reporting
- Secure a new contract for Tableau software, which enables us to analyse and visualise data securely, and will support predictive analytics to make predictions about the future and needs
- Identify further opportunities where automation can be used to improve efficiency
- Explore use of the ‘Internet of Things’, to connect devices and other items embedded with electronics, software, sensors to each other and the internet so they can gather, send and get data, leading to smarter solutions and ability also act upon data
- Start use of chatbots, a computer program which simulates conversation, to support adult learning

### High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
<ul style="list-style-type: none"> <li>• Completion of digital strategy and approval through Cabinet/Council</li> <li>• Launch online Financial Assessment tool (Social Care)</li> <li>• Start use of chatbots in adult learning</li> <li>• Start use of Alexa and Google home to support residents</li> </ul>	<ul style="list-style-type: none"> <li>• Establish common practices for data collection, sharing and use, including the use of automated processing and robotics</li> <li>• Set up system to enable prediction, detection and swift respond to intrusion, threats, fraud, etc. to technology systems</li> </ul>	<ul style="list-style-type: none"> <li>• Improve how payments are made online</li> <li>• Explore how digital technologies can further be used to improve how residents and customers access online services</li> </ul>	<ul style="list-style-type: none"> <li>• Design and develop additional means by which residents can interact with Surrey County Council services online</li> </ul>

### Transformation investment and efficiencies (2020/21)

Total investment

£2.3m

Total expected efficiencies

Potential future efficiencies

# Land and property

“Establishing and implementing a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council”

## ORGANISATION



### Strategic Priorities – Focus for 2020-25

	Tackling inequality				
	Supporting independence				
	More joined up healthcare				
	Creating a greener future				
	Embracing Surrey's diversity				
	Partnership				
	Supporting the local economy				
	Digital revolution				

### What is the programme ambition?

The programme is to ensure that the Land and Property function operates as a key enabler of the delivery of Surrey’s 2030 Community Vision by:

- Supporting the achievement of shared ambitions for the wider public sector estate and partner organisations, including district and borough councils, and partnership working e.g. NHS organisations through the Surrey Heartlands Integrated Care System
- Strengthening skills, capabilities and investment in people ensuring technical excellence and embedding a client focused culture
- Management of risk and compliance assurance across the whole estate
- Embedding a commercial culture of innovation, continuous improvement and partnership working
- Improving data and its use for decision-making, governance and future planning to support all services
- Creating comprehensive information that supports all aspects of strategy and delivery
- Ensuring clear accountabilities through a partnership approach to delivery aligned to corporate strategy and business needs

### What will be different for residents?

Delivery of the long-term plans will provide:

- Better located and more accessible services which are safe and meet legal safety standards protecting all residents and building users
- Better quality and more suitable buildings from which services are provided
- Close partnership with district and borough councils, with residents seeing improvements in local place shaping which support economic growth

### Who is leading the programme?

Cabinet Lead(s)	Mel Few (Cabinet Member for Finance), Natalie Bramhall (Deputy Cabinet Member)
Senior Responsible Owner (SRO)	Leigh Whitehouse, Executive Director, Resources
Accountable Executive [Director]	Patricia Barry, Director, Strategic Land & Property Assets
Programme Manager	To be confirmed

### How will we know it is successful?

- Meeting clear delivery objectives to time, quality and cost envelop
- Proactive approach to management and maintenance of the estate
- Increased performance and utilisation of the estate to ensure it is an asset to Surrey not a liability
- The organisation and external partners have trust and confidence in our ability to deliver an excellent service
- Improved economic growth and business development within the county

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# Land and property

“Establishing and implementing a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council”

## Progress to date

- Approved Asset and Place Strategy (to be revised)
- New Director and Leadership Team recruited

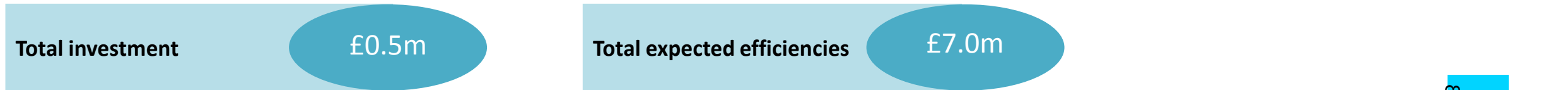
## Focus for the next phase

- Detailed design of the improvement programme interventions
- Establish and implement a programme to improve the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council
- Confirming key plans for property related initiatives across the wider partnership, in particular through Surrey Heartlands

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1
<ul style="list-style-type: none"> <li>• Agree funding for long term plans</li> </ul>	<ul style="list-style-type: none"> <li>• Agree further milestones linked to future plans</li> </ul>

## Transformation investment and savings (2020/21 – 2024/25)











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# Moving closer to residents

“Adopting a modern, flexible approach to using council property and making sure services are located closer to residents to better serve their needs”



## Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

## What is the programme ambition?

The programme is to help us make better use of existing council buildings and allow our services to be more accessible to residents across Surrey. We are doing this by reviewing the estate across the county to ensure we are using property effectively and efficiently. We will locate council employees in the best places to serve the needs of residents. This will include closing our offices in County Hall in Kingston and creating a ‘civic heart’ in Woking, which will host civic meetings and further encourage partnership working with both our residents and other organisations. The programme comprises of a number of projects, each at a different phase of transformation. Work is very closely connected to the Agile Working programme, which provides employees with equipment, software, skills and working policies that enable them to work in a more resident rather than desk focused way.

## What will be different for residents?

- Being located closer to residents and communities means we can better work together and give people more opportunities to shape services and be involved in decisions
- By having a civic heart that sits within the county of Surrey, rather than Kingston Upon Thames, services will be more accessible to residents
- The way our employees work will enable them to be much more focused on the residents they serve and to do so effectively

## Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Joanna Killian, Chief Executive
Accountable Executive [Director]	Michael Coughlin, Executive Director, Transformation, Partnership & Prosperity
Programme Manager	Matt Green

## How will we know it is successful?

- Positive feedback from residents about our service delivery
- Positive feedback from staff about our facilities and general wellbeing
- Reduced cost of building maintenance and utility costs
- Increased occupancy rates within council buildings
- Fewer employees need to work in central offices
- Use of Agile working and technology will mean data is captured at point of service, meaning the Data Insights project will be able to access higher quality data for performance monitoring and management

# Moving closer to residents

“Adopting a modern, flexible approach to using council property and making sure services are located closer to residents to better serve their needs”

## Progress to date

- Complete arrangements for the purchase of Midas House in Woking, Surrey
- Established high level change management requirements

## Focus for the next phase

- Move Customer Services team and operation staff to Fairmount House in Leatherhead
- Relocate staff from County Hall to other buildings and Midas House in Woking

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3
	<ul style="list-style-type: none"> <li>• Start delivery of joint change plan for Moving Closer to Residents and Agile</li> </ul>	<ul style="list-style-type: none"> <li>• Begin relocating staff to Midas House and Fairmount</li> </ul>	<ul style="list-style-type: none"> <li>• Complete relocating staff to Midas House and Fairmount</li> </ul>

## Transformation investment and efficiencies (2020/21 – 2022/23)

Total investment	£0.3m	Total expected efficiencies	£0.6m
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Agile 2023

# Transforming our core business processes

“Transforming our core business processes through new enterprise wide software, providing centralised digital storage and a trusted source of accurate and timely financial, people and procurement data”

## ORGANISATION









### Transformation Phase:

(1) Discover and Define: ✓

(2) Design and Develop: In progress

(3) Deliver:

### Strategic Priorities – Focus for 2020-25

	Tackling inequality			
	Supporting independence			
	More joined up healthcare			
	Creating a greener future			
	Embracing Surrey's diversity			
	Partnership			
	Supporting the local economy			
	Digital revolution			

### What is the programme ambition?

The programme aims to refresh the way our internal corporate departments operate and how we deliver business outcomes through:

- Having intuitive, digital self-service for finance, human resources and procurement business processes to help staff be more self-sufficient, more effectively manage demand for corporate support and enable a more mobile workforce
- Increased automation of transactional tasks and processes to enable our staff to focus more time on complex and value add activities and support the organisation in achieving its goals
- Having a single, trusted source of accurate and timely financial, people and procurement data, which will support effective decision making
- Having the ability to access and analyse data for improved decision making, based on evidence and insight

The programme aims to procure and implement enterprise wide software, which is a major undertaking and is expected to take approximately two years to complete. To effectively implement this software we will need to review and update our business processes and ways of working, which will help modernise our organisation and make us more effective and efficient.

### What will be different for residents?

- Although not directly impacting residents this programme will improve many key processes for staff that will free up time and capacity to focus on those value add elements of their roles that do benefit residents and service users
- Services and customer experience will be improved. This will be as a result of being more connected and informed across the council and better managing our supply chain

### Who is leading the programme?

Cabinet Lead(s)	Tim Oliver, Leader
Senior Responsible Owner (SRO)	Leigh Whitehouse, Executive Director, Resources
Accountable Executive [Director]	To be confirmed as the programme progresses
Programme Manager	Andrew Richards

### How will we know it is successful?

- Accurate management information and insights
- Easily accessible financial, workforce and procurement data
- Updated and refreshed business processes and ways of working

# Transforming our core business processes

“Transforming our core business processes through new enterprise wide software, providing centralised digital storage and a trusted source of accurate and timely financial, people and procurement data”

## Progress to date

- Budget approval and approval to proceed to procurement achieved
- Completed data cleansing, to identify incomplete, incorrect, or irrelevant data and replace, delete or modify as needed.
- Identified what our internal corporate departments aim to achieve through these new ways of working
- Adopted new approach to ensure work that goes across multiple departments is joined up

## Focus for the next phase

- Procure (purchase) enterprise wide software and select a partner to support with implementing the software
- Continue to embed more joined up ways of working
- Undertake further activity around business readiness to minimise the impact of the changes

## High Level Milestone Plan

2019/20 Q4	2020/21 Q1	2020/21 Q2	2020/21 Q3	2020/21 Q4	2021/22 Q1	2021/22 Q2	2021/22 Q3
		<ul style="list-style-type: none"> <li>• Complete procurement of new enterprise wide software</li> </ul>	<ul style="list-style-type: none"> <li>• Begin analysis and looking at each department and how they work</li> </ul>	<ul style="list-style-type: none"> <li>• Begin redesigning ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Start to implement software and begin new ways of working</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement software across all departments</li> </ul>	<ul style="list-style-type: none"> <li>• Complete implementation of software across the council</li> </ul>

## Transformation investment and efficiencies

Total investment

No specific transformation funding at this stage

Total expected efficiencies

Potential future efficiencies

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