

Transformation programmes – impact of Covid-19 and key deliverables by April 2021

People Portfolio

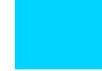


Programme	Look back (March-July 2020)		Look ahead (Sept 2020-April 2021)
	CV19 impact	Summary comments (as at May 2020)	To be delivered by April 2021 (position statements)
Libraries and Culture	Partially continued and evolved	The digital workstream has accelerated, and digitally enabled co-design (discovery and engagement) is being actively explored. Reviews of arts, heritage and adult learning have not started.	<ul style="list-style-type: none"> ✓ The new libraries staffing model will have been implemented with staff in their new roles. ✓ Should the public engagement to redesign library services have identified straightforward easy to develop ideas these will be in the implementation phase. ✓ More significant, longer term proposals will have been identified along with a plan established for testing and scaling up.
SEND Transformation	Mostly continued	Some of the implementation has paused, but strategy, analysis and planning work is now picking up pace. Operational improvement and Front Door are moving from design into delivery. Virtual engagement with families continuing.	<ul style="list-style-type: none"> ✓ The programme of essential activity to improve business as usual across Local Authority SEND operations will be completed, and impact on quality of service delivery will be visible. ✓ The partnership 0-4 SEND and All-age Autism strategies will be in their final stages of development.
Working Differently with Communities	Paused	Programme activities and engagement have been postponed, but close collaboration with communities and VCS is continuing through the COVID-19 response.	<ul style="list-style-type: none"> ✓ Approach and Strategy for Working Differently with Communities agreed across Surrey County Council, building on the county-wide experience and response to the COVID-19 pandemic.
Customer	Partially continued	Projects being carefully prioritised around the COVID-19 Community Helpline, with the SEND SPA (Single Point of Access) and EU accessibility project two priorities.	<ul style="list-style-type: none"> ✓ Customer Services will continue to build on the portfolio of services through calls, Web Sites, Web Chat and Chatbots. ✓ During this period it will be necessary to review the approach to remote / agile working as the current solution must be considered temporary.
Family Resilience – Youth Offer Consultation	Continued with some delays	Some Youth Offer engagement events were postponed, but the consultation is due to close end of June. No Wrong Door project continuing virtually.	<ul style="list-style-type: none"> ✓ There will be a clear position statement for each of the Youth Centres reflecting the consultation decisions. ✓ Should the consultation decision effect the staff roles, by April 2021 the service will have been redesigned and the changes will be in the implementation phase.
ASC Market Management	Mostly continued	The programme is heading towards BAU transition, activities restricted to support functions continuing, Central Placements Team implemented.	<ul style="list-style-type: none"> ✓ Stage 2 of the programme will deliver: enhanced market intelligence and benchmarking; ✓ Revision of Market Positioning Statements (MPS) ✓ Stakeholder management and communications plan ✓ Revised contracts with supplies

People Portfolio (cont....)

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Adult Mental Health	Partially paused	Establishment of the hospital discharge team has been achieved, and plans are being put in place for all other workstreams to resume when able to.	<ul style="list-style-type: none"> ✓ Restructure of Mental Health, including implementation of the recommendations from the service models review, to be completed.
Accommodation with Care and Support	Continued with some delays	Virtual market engagement for Pond Meadows was successful. Recruitment and preparation for Independent Living reviews is starting to pick up.	<ul style="list-style-type: none"> ✓ Contract awarded for Extra Care Housing provider to deliver one scheme identified through Invitation to Tender. ✓ Delivery models agreed for 4 sites identified for Extra Care Housing schemes. ✓ Delivery models agreed for 3 sites identified for Independent Living schemes.
ASC Practice Improvement	Evolved with some delays	Strength Based Practice training is being delivered virtually. Targeted reviews impacted, but some are now being conducted via telephone. Operational improvements to Reablement have progressed.	<ul style="list-style-type: none"> ✓ A developed workforce promoting people's independence and wellbeing, through embedding a strengths based approach across the whole of Adult Social Care. ✓ New standard hourly rate for personal assistants fully implemented to enable an effective direct payments Personal Assistant market, to increase choice and control for residents. ✓ An improved reablement service delivering a therapy led and full 7-day reablement offer. ✓ More people with reviewed care and support packages that are appropriate, proportionate and outcome focused to meet needs.
Learning Disabilities and Autism	Partially paused and evolved	Targeted reviews paused whilst managers and practitioners focus on supporting residents who may be vulnerable and/or have stopped attending day care activities. Planning and recruitment continuing. Looking at plans to better support carers and community alternatives to day centres.	<ul style="list-style-type: none"> ✓ Learning Disabilities and Autism service established, with a developed workforce promoting people's independence and wellbeing by using a strengths based approach across the service. ✓ Targeting reviews to provide appropriate and proportionate care and support that meets people's needs and achieves positive results for them. ✓ Delivering initiatives providing the right interventions to increase the number of people in independent living.
Emotional Wellbeing and Mental Health	Continued	Procurement of CAMHS provider continued, development of new service model and expected improvements developed.	<ul style="list-style-type: none"> ✓ New EWMH service launched – this will begin a period of significant change but will not happen overnight. Much will depend on the outcome of the procurement, but we know that there will be a much bigger role for our local VCFS organisations and a much stronger focus on Early Intervention support (taking learning from transformation work).

People Portfolio (cont....)



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Preparing for Adulthood	Partially continued	Focus is on contingency planning for young people in residential placements, subsequent programme delivery dependent on resourcing and provider availability.	<ul style="list-style-type: none"> ✓ Implementation of changes to the way educational placements are made, using the PfA guidance to support our strategy and to enable, where possible, young people to move back to Surrey to receive their educational support, near to their families, friends and local community. ✓ Continuing Care in children's will be much better understood and where this is appropriate and necessary, young people will receive this higher level of health involvement to fully support their needs. ✓ There will be a year on year Post 16 reduction in proportion of school-based placements. ✓ Increase in placements relating to life skills or employment pathways.
Domestic Abuse	Re-started	Following some fantastic COVID-19 response work including increased Refuge capacity, momentum is starting to build on the transformation prototypes.	<ul style="list-style-type: none"> ✓ Increased refuge accommodation in Surrey in response to the anticipated demand in response to Covid-19. This provision will include full wraparound support offered in the existing refuges to ensure survivors are supported fully over a longer period time that they will be living in there. ✓ Support the 'Recovery Phase' of the pandemic by ensuring services that can support DA survivors e.g. the roll out of A&E Independent Domestic Violence Advisor (IDVAs) in Surrey's Hospitals are prioritised. The introduction of IDVAs in Surrey's A&E settings will provide DA survivors with an additional opportunity to seek help. ✓ Surrey will have for the first time a Domestic Abuse Perpetrator Strategy which will outline how Surrey will work as a Partnership to provided perpetrators with the opportunities to change and hold them to account for their behaviour. There will also be an introduction of a pre-conviction perpetrator programme in Surrey to stop and prevent the cycle of abuse. ✓ All workstreams agreed in the re-design paper that have not been included in the project milestones: Coercive control, Family Safeguarding Model, Early Intervention, Young Offenders and DA, Recovery and Coping will at least be in the development phase by April 2021.

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Place Portfolio

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Countryside	Continued	Market research received and issued to residents panel. Options appraisal being commissioned for Norbury Park. Tenders issued for Newlands Corner. Project Manager recruited to plan and deliver activities workstream. Commercial review commissioned in relation to Norbury Sawmill.	<ul style="list-style-type: none"> ✓ Rebranding of Countryside ✓ Infrastructure improvements (signage, benches tables) ✓ Car Park improvements ✓ Co-design plans for key Countryside sites
Creating ETI	Continued	Programme Manager diverted to CV19 work (and since left), scope & plan review in progress before agreeing future resource requirement.	<ul style="list-style-type: none"> ✓ Development programme as identified can be delivered and changes to some working practices can be implemented and build on learning from the COVID response. ✓ New structure in place and new roles part of permanent BAU funding.
Climate Change	Continued	Microsite live. Onboarding of Programme team in progress with Arup providing secondee support. Governance Boards in place. Plan in progress.	<ul style="list-style-type: none"> ✓ 2nd Design Challenge ✓ Solar PV Business Case ✓ Draft Renewable Energy Strategy ✓ Climate Change training for officers and members embedded
Rethinking Transport	Delayed	EV charging assessment complete and work commencing on forward plan across Surrey. Revised Business Cases prepared for EV community vehicles and buses, extending from 2 to 5 year programme. Create Streets work received & in review. Behaviour change pilot in reassessment.	<ul style="list-style-type: none"> ✓ Draft Local Transport Plan delivered ✓ Exploration of new commercial arrangement for bid with Stagecoach to increase SCC's initial investment and enable the replacement of 22 buses in Farnham with Ultra Low EV models
Rethinking Waste	Continued	Programme Manager role re-advertised after initial round of recruitment unsuccessful. Waste Commissioning Strategy complete.	<ul style="list-style-type: none"> ✓ Commissioning Strategy agreed by Cabinet ✓ Refocused and additional campaigns & marketing ✓ Planning Application to replace/improve Slyfield CRC submitted, and drafted for other sites/developments ✓ Automatic number plate recognition cameras at CRCs
Improving Infrastructure	Continued	Agreed governance to sit under Rethinking Transport. Likely to be short delay in selecting vendor for AI maintenance pilot due to high level of initial response. Lane Rental progressing as per plan.	<ul style="list-style-type: none"> ✓ Future Highways contract issued to market ✓ Digital Asset Strategy developed ✓ Lane Rental Scheme in place

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Community Protection & Fire	Continued	Action Short of Strike was withdrawn, but time period coming to an end. June inspection delayed. Phase 2 assurance work continuing. Recruitment for CPG (Community Protection Group) Project Manager completed.	<ul style="list-style-type: none"> ✓ Themed Fire inspection ✓ Assurance completed by Brunel University for phase 1 & 2 changes ✓ Health & Safety and Coroners service reviews completed
Being more Entrepreneurial	Continued	Programme in start up; overarching programme brief & approach for innovation capability drafted pending approval by Exec Sponsor & SRO. Business Case drafted for schools opportunity and in review.	<ul style="list-style-type: none"> ✓ Strategy & business case developed and approved ✓ Priority focus areas agreed ✓ Work commenced in first phase initiatives
Economic Growth	Delayed	ARUP report has been paused to reflect economic impact of C19. New Director in place & reviewing scope.	<ul style="list-style-type: none"> ✓ Strategy & business case developed and approved ✓ Digital infrastructure work initiated (5G)

Organisation Portfolio

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DB&I (Digital Business & Insights)	Continued	About to appoint ERP preferred bidder. Business Analysis work starts in August 2020. Aligning DB&I and Agile change management so they support each other.	<ul style="list-style-type: none"> ✓ Detailed design and implementation of new ERP underway ✓ Benefits baselining underway in parallel with detailed design ✓ Outgoing data from SAP cleansed and prepared for transfer to new system
Digital	Continued	Strong capabilities are now built. Move the pipeline generation closer to People and Place Portfolios and add benefits to all new proposals. Improve visibility.	<ul style="list-style-type: none"> ✓ Culture shift to delivering benefits-driven projects based on service requests implemented ✓ Clarity around benefits realisation ✓ Spend and outputs delivered to plan for the f/y
Agile	Accelerated	Accelerated by C-19. All IT projects reviewed. Adjust MCTR change workstream to be about all Surrey Agile change. Enable County Hall teams to be move ready. Use HROD "Our Conversation" findings to inform wider approach.	<ul style="list-style-type: none"> ✓ 'Add Any Device' Policy in place for mobile working ✓ Infrastructure aligned with land & property strategy ✓ Windows 10 deployment complete ✓ Previously County Hall-based teams enabled to be Agile ✓ Change management of processes/IT/Leadership/working styles in wider deployment across SCC
Land & Property	Continued	Transformation work is in start up while procurement of an Integrated Workplace Management System is underway. Aligning property technology with IT&D.	<ul style="list-style-type: none"> ✓ Implementation of new data management system underway ✓ Culture change embedding ✓ Corporate landlord model implemented
Data Insights	Delayed	Start up delayed by C-19 response but now underway. Already working with Digital.	<ul style="list-style-type: none"> ✓ Evidence-based approach to data/insights into residents' use of services/linking of databases across Surrey/ social research workstreams in place
Resources Directorate Improvement	Continued	New programme of works being defined to transform Finance, Procurement, Property, Legal Services, IT&D, Business Ops, Internal Audit. Will be based on Business Partnering model.	<ul style="list-style-type: none"> ✓ Clear service improvement plans developed ✓ Business partner ethos further embedded ✓ Improved processes and polices to support front line services ✓ Clear plans for automation and exploitation of new ERP system
MCTR	Paused and closed	Original programme to be closed. Will restart in some form when County Hall is sold in late 2020. Business engagement/change components continued as part of Agile programme.	Not applicable

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