

Full Business Case

Surrey County Council 2018

Version 3.0

Structure

This document is structured as follows:

- Executive Summary Summarises the pack and sets out the process we have been through
- Vision & Landscape Sets out the challenges we face and where we are aiming to get to
- Strategic Direction Sets the targets for 2021 and what needs to be in place to make it happen
- Projects Summarises the projects, by theme and what they aim to achieve
- Impacts Summarises impacts on stakeholder groups and the communication approach

The Surrey County Council 2018 Full Business Case, will be delivered through six themes; Service Transformation, Partnership & Integration, New Ways of Working, Commissioning, Investment & Income and Technology & Digital Innovation.

Executive Summary

The cumulative impact of inflation and demand growth, alongside a reduction in central government funding resulted in the medium term financial plan identifying a budget gap of between £210m and £250m by 2021.

The impact of the Surrey Transformation Programme on Surrey County Council will be significant. Activities that do not add value will be decommissioned, processes will be simplified, communities will have a greater role and commercialisation will be an operating principle in much of what we do

The key to SCC's successful transformation will be its leadership. Everything that will be different in the future organisation has an impact on how it will need to be led. Transformation will only happen if leaders at SCC fully embrace change management roles.

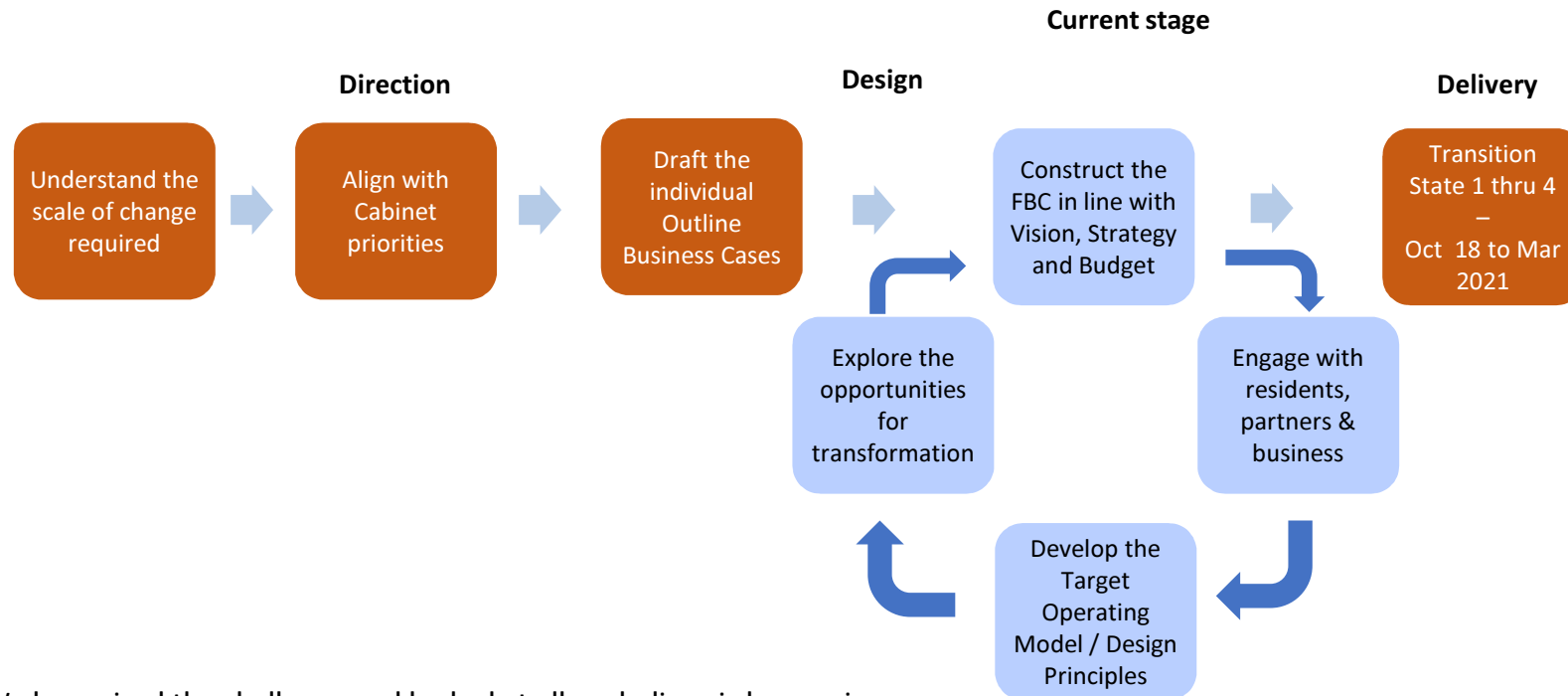
The post-Business Case phase will be different for each delivery theme; SCC will need to accept an agile and flexible approach to the maturity of a programme operating in a complex and fast-changing environment.

The benefits anticipated to be delivered through the transformation programme are £82m in 2019/20, rising to £124m in 2020/21. Anticipated investment costs are well-developed and subject to further refinement ahead of being presented to Council as part of the budget setting process in February 2019. Benefits will start to be delivered from 2018/19 with full realisation of most savings by 2020/21.

Some of the revenue costs (£6m) relate to the opportunity costs in respect of employees already working for the Council being used to deliver these projects, the remaining £20m will require investment.

Executive Summary – Our Approach

We have followed a robust process to build the Full Business Cases:-



1. We have sized the challenge and looked at all we believe is happening
2. We have heard what is important to members and Corporate Leadership Team and grouped our projects into their themes
3. We
 - a. Have worked up the opportunities into business cases to confirm scope, benefits and resource/funding needs
 - b. Will continue to engage with stakeholders including residents and partners to align our change activity
 - c. Are building a set of principles with which we will influence solution design
4. We are in a position to present a fully costed programme plan and Business Case that has been validated against the Vision & Strategy and inform the Budget

Vision - Policy context and drivers

Welfare, health and social care reforms

- Early help and prevention increasingly important (demand management)
- Increasing inequality and polarisation changes expectations on local government

Housing

Constraints on land use and funding affect:

- the supply of a mix of housing tenures and sizes to meet needs
- extent of local discretion to influence/deliver

Economic development

How far proceeds of growth stay in the local area affects balance of national and local investment in infrastructure, skills and employment, innovation, inward investment and trade

Changing resident expectations

- Increased expectations around responsiveness – 24/7 culture of self-serve - and access to information
- Increased co-design and co-production of services
- Extent to which family, friends and communities can step in / up

Local Government funding and sustainability

- Significant changes to local government funding mechanisms
- Increased reliance on local tax bases

Public service systems and funding





- Local partner organisations experiencing major policy and funding changes
- Ongoing downward pressure on budgets, increasing expectations around efficiency
- Opportunities/requirements for fundamental service integration

Digital transformation/automation

- Balance of high touch and high tech services
- Extent to which public services can take advantage of tech changes, at pace
- Potential to harness benefits of e.g. 5G, automation technologies

Future local government debates

- Greater devolution only through reorganisation
- Choices over numbers, size, governance (e.g. Mayors) and consequent changes to responsibilities

| | 2018 | 2019 | 2020 | 2021 - 2025 | 2026 - 2030 | |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| Surrey specific | 2018/19 100% Business Rates Retention pilot  | | | 2021 County Council elections  | 2025 County Council elections  | 2029 County Council elections  |
| National | <hr/> | | | | | |
| | ● After summer recess Social Care Green Paper | ● March 2019 Brexit | ● 2020/21 75% Business Rates Retention & New Local Government funding allocation system (derived from the Fair funding review) | ● 2022 General election | ● 2027 General election | |

Community Vision for Surrey in 2030

By 2030 we want Surrey to be a uniquely special place where everyone has a great start to life, people live healthy and fulfilling lives, are enabled to achieve their full potential and contribute to their community, and no one is left behind.

We want our county's economy to be strong, vibrant and successful and Surrey to be a great place to live, work and learn. A place that capitalises on its location and natural assets, and where communities feel supported and people are able to support each other.

Our ambitions for **people** are:

- Children and young people are safe and feel safe and confident
- Everyone benefits from education, skills and employment opportunities that help them succeed in life
- Everyone lives healthy, active and fulfilling lives, and makes good choices about their wellbeing
- Everyone gets the health and social care support and information they need at the right time and place
- Communities are welcoming and supportive, especially of those most in need, and people feel able to contribute to community life

Our ambitions for our **place** are:

- Residents live in clean, safe and green communities, where people and organisations embrace their environmental responsibilities
- Journeys across the county are easier, more predictable and safer
- Everyone has a place they can call home, with appropriate housing for all
- Businesses in Surrey thrive
- Well connected communities, with effective infrastructure, that grow sustainably

Landscape – Financial Challenge

Key Financial Assumptions in 2018-21 Medium Term Financial Plan (MTFP)

The scale of the transformation ambition is driven by a forecast financial ‘gap’ in the 2018-21 Medium Term Financial Plan. The cumulative impact of inflation and demand growth, alongside a reduction in central government funding resulted in the medium term financial plan identifying a budget gap of between £210m and £250m by 2021.

The ‘gap’ is based on a number of assumptions in the 2018-21 Medium Term Financial Plan and have been refreshed in the Preliminary Financial Strategy 2019/24 (PFS):

Current income assumptions

Council Tax:

- Council tax will be increased to the referendum threshold (2.99% for 2019/20 and assumed to be 1.99% thereafter)
- Council Tax base will increase by 1% (i.e. no. of properties)
- No further adult social care precept rises

Business Rates:

- The business rate retention pilot will be for 2018/19 only
- Business rate growth is assumed to be 1.7% per annum

No negative Revenue Support Grant (RSG) has been assumed

Current expenditure assumptions

Inflation:

- | | |
|--------------------------------|------------------------------------------|
| • Pay inflation (Surrey pay) | Pending outcome of pay and reward review |
| • Pay inflation (national pay) | 1% per annum |
| • Non-pay inflation | 2.5% per annum |

The Organisation Strategy

Purpose

- Medium term plan for how we will use reducing resources to contribute to Community Vision for Surrey
- Focused set of priorities with clear deliverables
- Set a level of ambition and tone
- Allows us to distinguish our role(s) in support of the vision

Content

Four strategic principles:

- No one left behind
- Fresh approach to working in partnership
- Support people to help themselves and each other
- Involve and engage residents earlier and more often

Priority deliverables – things we want to do – covering the themes of People and Place, as per Community Vision for Surrey

How we will transform as an organisation

Monitoring

Outcomes based accountability framework to measure progress

We are developing a corporate performance scorecard and other performance management frameworks

Transformation Programme

Six thematic areas have been identified to give shape to the required transformation to help us deliver the vision.

Projects that make up the totality of the transformation have been assigned to the themes. There is more detail on each of these projects over the subsequent pages.

Assumptions

As work progresses there will be a need for significant engagement and, in appropriate cases, consultation with residents and other stakeholders, together with ongoing review of the potential equalities impacts of the proposals under consideration.

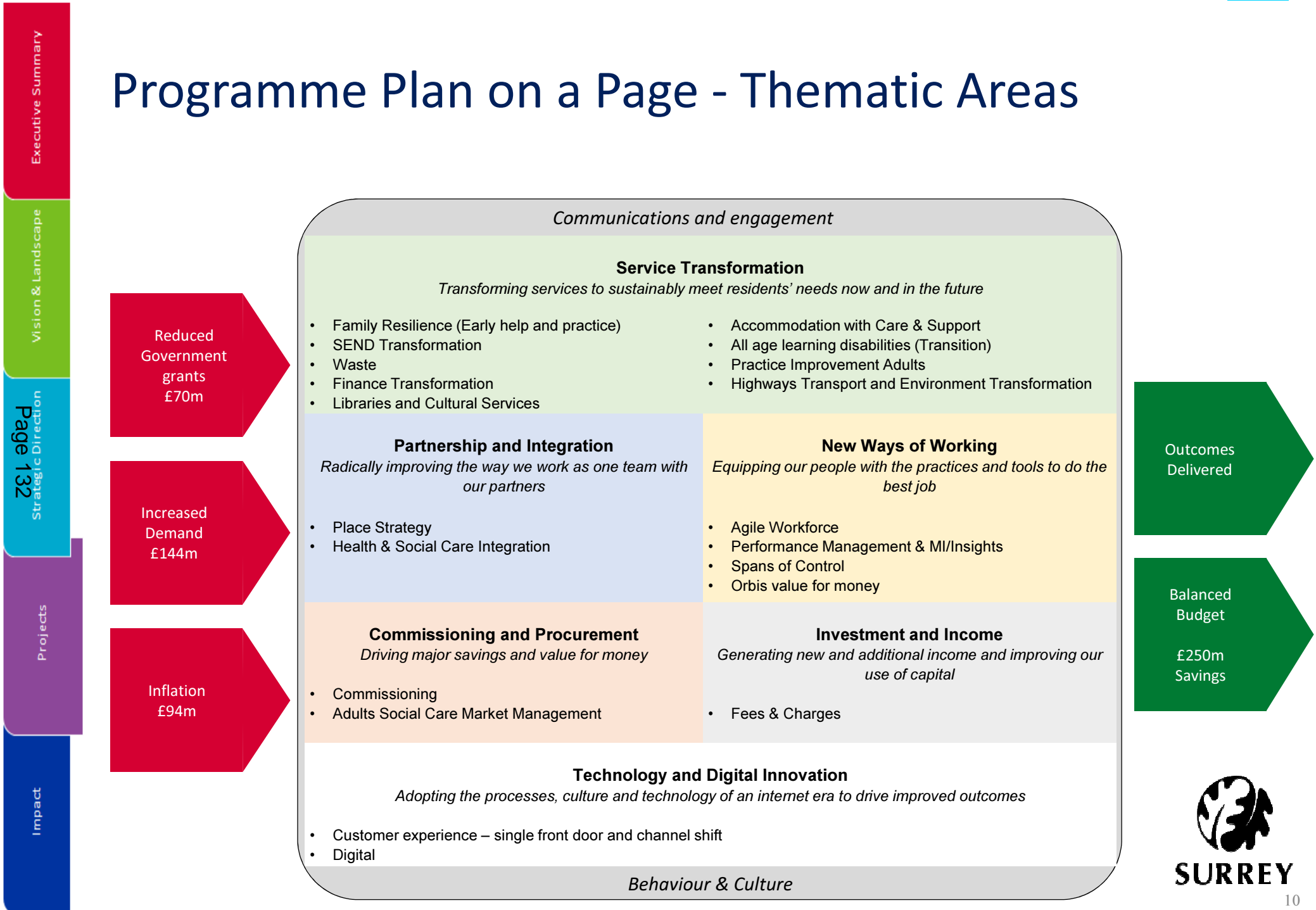
The projects set out are at 'Business Case' stage and will provide the basis for more detailed delivery plans, which, where appropriate, will reflect further work and take into account the feedback generated by consultation. As a consequence, some elements of the business cases presented are likely to change over time.

A whole-organisation view and approach will be taken to support the design of services and provide insight for future service integration with partners. There are many interdependencies between the projects so we will work consistently and collaboratively to deliver our change.

The co-operation of and collaboration with our partners (e.g. District and Borough Councils, Health agencies, voluntary and community bodies, Police, etc.) will be critical to the effective delivery of much of the change.

This is not an exhaustive, final list of projects. As we progress our transformation journey, additional projects are likely to be identified and through robust governance will be added to the Transformation Programme.

Programme Plan on a Page - Thematic Areas



Accommodation with Care & Support

(Service Transformation)

Why is the change needed?

People are living both longer and with more complex health needs, putting the care and support system under unsustainable strain.

The balance of affordable accommodation does not meet resident demand, and the market needs shaping to create options and capacity.

Implications

- Capacity will be provided through a mixture of market shaping, partner working and Council land use delivered through the Investment Strategy
- Individuals will have a greater sense of independence but with care and support on the doorstep
- The development of Extra Care housing could result in the closure of some existing care homes in the longer term

What will change?

- An enhanced range and capacity of options of accommodation with care & support will be provided to enable adults to live and age well.
- People will enter nursing care at a later life stage.
- Surrey will have an extra 2,000 extra care units, 724 affordable, bringing the ratio of units to population in line with benchmarks.
- Benefits in diverting people away from residential care and ensuring a better home from hospital process.
- Residential and nursing commissioning strategy will ensure appropriate provision to meet demand, including in specialist areas.
- Learning Disability provision will promote a shift from residential care to supported living options.

Key assumptions

- Provider interest will be sustained
- Suitable Council land is available & viable to use

Anticipated benefits & outcomes

- Across Older People, it is anticipated that £2.6m in benefits could be realised by 2028. (Savings for Learning Disability are still to be confirmed, but ~ £ 2.5m over 2019/20-2020/21).
- Residents with care & support needs have an improved quality of life and retain independence for longer.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|------------------------------------------|-------------------|-----------------------------|-------------------------------|----|------|----------------------------|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Cabinet Approval- extra care phase 1 | Design | | Benefit realisation starts | | | |
| | Market Management | | Delivery (Residential and LD) | | | |
| Extra care Phase 1 Delivery Mobilisation | | Extra Care phase 1 delivery | | | | Benefit realisation starts |

Practice Improvement ASC

(Service Transformation)

Why is the change needed?

By 2030 it is estimated that over 22% of Surrey residents will be aged 65 and over (compared to 19% in 2018), equivalent to an increase of c.40,000 people. This increase in population will see an increased demand and dependence on the adult social care system. The additional financial costs and flow of work is unsustainable. We need to find alternative ways of meeting needs whilst delivering statutory duties.

Implications

- Significant behaviour change across social care and integrated partner services (i.e. Health).
- People will be encouraged to self-serve wherever possible, maintaining their independence.
- Resources will be targeted at those people most in need of support.

What will change?

- The 'conversation at the front door' will focus on outcomes that draw on the person's strengths and assets to achieve the lives they want for themselves - reducing unnecessary referrals where appropriate. Reablement will maintain or increase independence.
- Resources will be targeted; practice and process improvement will result in a more efficient flow of work, better decision making and outcomes - reducing the dependence on services where appropriate.
- Workforce will be mobile.
- Case holding will reduce, moving to a task-based 'see and solve approach'.
- People will be encouraged to self-serve wherever possible.
- Statutory support will be provided via pre-paid card direct payments as the default option, reducing dependency on homebased care services.

Key assumptions

- That the Green Paper on the future of ASC does not radically change the funding/direction for ASC.

Anticipated benefits & outcomes

- £2.6m in 2018/19, £14.3m in 2019/20, £8.4m in 2020/21 = savings target £25.3m.
- Reduced demand from people unnecessarily re-entering system.
- Care packages reviewed regularly.
- Possible reduction in unit cost of care (peer/market comparison).
- Efficiency savings (process automation/mobile workforce and review of existing org and accountabilities structure).
- Better resident outcomes, more self-serve and improved resilience.

Outline Plan with key milestones Benefits realisation ongoing from now (quick wins LEAN and process automation)

| 2018 | | 2019 | | 2020 | | 2021 | |
|------------------------------|--------------|---------------------------------------------|--|----------|----|------|----|
| H2 | | H1 | | H1 | H2 | H1 | H2 |
| | | Design & Pilots | | Delivery | | | |
| Practice Pilots | | Practice Roll Out – front door conversation | | | | | |
| Procurement | Mobilisation | Package Reviews | | | | | |
| ◆ Benefit realisation starts | | | | | | | |

Family Resilience (Early Help and Practice)

(Service Transformation)

Why is the change needed?

Children's Services in Surrey are rated as inadequate by Ofsted and requires profound and rapid improvements so that all children in the county receive the right help and the right time to enable them and their families to develop resilience to face future life challenges independently.

The service also needs to be financially sustainable and operate within a restricted financial envelope.

Implications

- Children and their families offered help at the earliest opportunity.
- Intervention only when necessary.
- Smarter utilisation of the full partnership network across all levels of need.

What will change?

- A revised service and operating model with a fundamental shift to services that are driven by early support and prevention.
- A remodelled front door and the creation of family hubs. New approaches and models such as Family Safeguarding and No Wrong Door.
- A Surrey Academy to support and develop colleagues and our partners.
- Increased number of Surrey foster carers and innovative approaches to keeping children in our care locally.
- As part of the revised service and operating model we will be consulting on the future number and location of children's centres

Key assumptions

- The connection and communication between practitioners throughout these levels of need will be critical.
- The early help offer and family hub model delivers the necessary reduction in demand and caseloads.

Anticipated benefits & outcomes

- Improved outcomes for children and families.
- Achieve an Ofsted rating of at least Good within 5 years.
- Cost savings of £19.5m in 2019/20 and a further £7.3m in 2020/21

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Restructure Phases 1, 2a & 2b | <ul style="list-style-type: none"> ◆ New Academy in place ◆ New Framework embedded. ◆ Family Workbook system and training implemented. | ◆ CSF Restructure complete (target) | ◆ New Contract Commences | | | |
| Design | Delivery | ◆ Benefit realisation starts | | | | |

SEND Transformation

(Service Transformation)

Why is the change needed?

Outcomes for SEND children in Surrey are lower than our peers and need to improve. Feedback from children, young people and families as well as our regulators also highlight that the service needs to improve.

Demand is increasing at much higher levels than funding. The service needs to be transformed to ensure it is financially sustainable in order to meet needs.

What will change?

Through consultation and engagement develop:-

- A joined up and whole system approach to practice and support for children and young people.
- Focus on early support and prevention, including preventing the escalation to more complex needs.
- A whole system approach with Education, Health, Care and partners
- Commissioning to ensure appropriate sufficiency and cost effective local provision.
- A reduction in SEND transport costs through increased local placements.
- This will be enabled by improved data and insight as well as digital solutions.

Implications

- More children's needs will be met through inclusive and local school provision.
- Financial sustainability will be achieved through meeting need earlier and more effectively.
- Needs are met through a graduated response and SEN support is more effective for children.

Key assumptions

- Partners, particularly education settings, are committed to a whole system approach.
- Capacity of provision will be available when required.
- The current forecast annual deficits for the next 3 years, prior to achieving financial sustainability, can be mitigated and not carried forward.

Anticipated benefits & outcomes

- Improved outcomes for children and families.
- Achieve financial sustainability over 3 years.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|--------------|----------------------------------------------------|----------|------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Consultation | Design | Delivery | | | | |
| | ◆ Benefit realisation ongoing throughout programme | | | | | |

All Age Learning Disabilities (Transitions)

(Service Transformation)

Why is the change needed?

By taking an All Age approach for service delivery for residents with a learning disability and/or autism, we can provide better quality outcomes through a more sustainable approach.

As with other areas throughout the UK, we know that the current split between children and adult services and health and social care hinders our collective ability to commission effectively for people with a learning disability throughout their lives.

Implications

- Families are clear what they can expect from education, social care and health services.
- Residents will access personalised, local support at the right time.
- A whole system approach across education, care and health is required. In particular partnership working with Health will be critical.

What will change?

- All age learning disability approach starting with services for 14-25 years moving on to other age segments (of the all age approach) thereafter.
- Improve local commissioning solutions e.g. introduce 'Local Offer Plus'.
- Residents will be involved in the development of local solutions and feedback collected from them at regular intervals through a new resident focussed performance dashboard.
- Support to other areas of the business to deliver their outcomes and priorities e.g. SEND post-16 work and embedding the Family Resilience model, and supporting the new approach for strategic commissioning.

Key assumptions

- Partners are committed to the changes and the focus on operational practice improvement.
- Partners agree that we need to improve the commissioned service offer locally (Local Offer Plus).

Anticipated benefits & outcomes

- Cost savings/Cost Avoidance of £3.5m over 3 years in this business case plus ~£6m counted in the SEND business case.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|--------|--------------------------------------|-----------------------------------------------------|--------------------------------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design | ◆ New Model in place for transitions | Delivery | ◆ Start of benefit realisation | | | |
| | | Review and agree next stages of work for new model. | | | | |

Waste – Community Recycling Centres (CRCs)

(Service Transformation)

Why is the change needed?

The amount of waste that CRCs deal with has fallen significantly in recent years; a 36% drop from 2015/16 to 2018/19. This is a result of new measures that have been introduced that has so far generated ~£2.5m in savings. There is an opportunity to introduce further changes that will provide even better value for money for the Surrey tax payer and important savings for the council at a time of unprecedented financial need.

Implications

- Subject to consultation, potentially reduced CRC service provision
- Resident satisfaction could initially drop from 70% rating.
- Subject to consultation, some residents may have to travel further to reach their local CRC.

What will change?

- Businesses will be allowed to advertise at some CRCs.
- Commence a trade waste service at Earlswood Transfer Station
- Delivery of a strategy to manage black bag waste.
- Opening of a fifth reuse shop at Shepperton CRC.

Through consultation develop:-

- A comprehensive review of CRC service provision to align with current reduced demand.
- A charging scheme for non-household wood and roofing felt where a charge is levied for disposal.
- A price increase of all materials in the current scheme.
- An application fee for an annual van permit.

Key assumptions

- Support from Suez Surrey (contractor).

Anticipated benefits & outcomes

- ~ £1m savings per annum including increased income generation at the CRCs.
- Reduced demand – waste tonnages and car visits reduce further.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|---------------------------|------------------------------|----|--------------------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design, consult & develop | Delivery | | | | | |
| | ◆ Benefit realisation starts | | ◆ Change Completed | | | |
| Public consultation | | | | | | |

Finance Transformation

(Service Transformation)

Why is the change needed?

The council needs to have robust, resilient and effective financial management in place to deliver the transformation programme and a sustainable financial position going forward. The two key objectives are to:

- Address the financial challenges that the council currently face.
- Develop a more robust and sustainable culture of financial discipline across the council.

Implications

- A requirement for additional headcount on a temporary basis to support the transition.
- Potential re-structuring of the Finance team and associated costs.

Key assumptions

- Services act collaboratively and constructively to drive the changes required.

What will be delivered?

The current business case covers stage 1 of this project, which will:

- Develop an operating model, drawing on best practice elsewhere, to ensure an effective finance function and financial management across the Council.
- Preparation of a suitable transition plan, implementation of the restructure and new ways of working.

Anticipated benefits & outcomes

- Delivery of additional savings in 2018-19 to remove need to draw on reserves.
- A balanced and sustainable budget for 2019-20 and beyond, without relying on the use of reserves.
- Greater confidence in the financial estimates
- Dynamic finance team that raises standards of financial discipline and is a key driver of change across the council.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|-----------------------------------------------------------------------------------------------|---------------------------------------------|-----------------------------|------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| ◆ Approval of implementation plan, allocation of budget allocations and 19/20 budget approval | ◆ Implementation of finance operating model | ◆ Delivery of 19/20 Savings | | | | |

Highways, Transport & Environment (HTE) Transformation

(Service Transformation)

Why is the change needed?

HT&E provides a significant number of universal services for residents and businesses in Surrey. To ensure our services remain affordable we need to change. This change will include the creation of a visible affordable service offer to our residents, an increased focus on creating additional funding, reviewing fees and charges, empowering communities, the streamlining of our processes and a new contract strategy.

Implications

- Our offer will balance residents needs with affordability.
- Communities and partners will self deliver some activities where appropriate.
- Residents will experience more effective access to services.

What will change?

- We will complete consultation on changes to concessionary travel funding
- We will explore future possibilities around bus transport to develop options for consultation in early 2019
- We will maximise additional funding, fees and income
- We will have more effective customer services
- We will enable and empower communities and partners (including districts and boroughs and parishes) to self deliver local services.
- We will maximise the benefits of advances in technology.
- We will develop a new contract strategy.

Key assumptions

- Additional investment may be required in key enabling areas such as digital.

Anticipated benefits & outcomes

- ~ £12m ongoing savings.
- Outcomes for residents align to the Community Vision for Surrey.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|------------------------------------|-------------------------------|-------------------------|----------------------------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design | Delivery | | | | | |
| Develop proposed structure changes | Create Consultation Documents | Public Consultation | Benefit realisation starts | | | |
| | | New Core Offer in Place | | | | |

Health & Social Care Integration

(Partnership & Integration)

Why is the change needed?

Surrey has an ageing and growing population with increasingly complex needs, putting demand on services. Surrey's health and social care system is fragmented which means patients don't always get the care they deserve. Financial constraints mean more has to be done with less.

Implications

- Close partnership working across health and social care becomes more and more critical
- Care models are tailored to the local/community level
- Continuing increase in local control of, and accountability for, the health and care system

What will change?

- We will develop a financially sustainable health and social care system that delivers improved outcomes for residents through the delivery of holistic services
- New models of care across health and social care teams will enable access to the right health and care, at the right time, in the right place
- Collaborative working will help prevent admission to hospital and support hospital discharge
- A move to a more preventative approach will help people live healthy, active lives, live independently and delay the need for care and support
- Enablers like devolution, financial planning and management, data will make full use of resources, partnership working and improve outcomes

Key assumptions

- Partner collaboration is high priority across the system
- The supporting organisational integration is viable to enable step change in use of resources and outcomes

Anticipated benefits & outcomes

- £2.8m in demand management 2018-21
- System wide savings, and utilisation of pooled budgets to invest in social care and preventative initiatives (e.g. £48m of the £85m Better Care Fund)
- Residents have access to the right health and social care at the right time

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|--------|------------------------------|----|------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design | ◆ Benefit realisation starts | | | | | |
| | Delivery | | | | | |
| | | | | | | |

Place Strategy

(Economy, Growth and Commercial)

Why is the change needed?

Surrey needs to grow. Although it is a wealthy, prosperous county, growth rates are slowing. Residents have identified a need for more affordable homes plus growth in jobs and skills, alongside the Council needing more revenue.

What will change?

- A Surrey-wide Place Strategy will be developed with collaborative place shaping at its core. The strategy will use the Council's assets to drive investment in homes, jobs and infrastructure across Surrey as well as create revenue income streams to support services for the future.
- It will be developed in partnership with a wider group of stakeholders including the Local Enterprise Partnerships, Surrey Futures, districts and boroughs, business etc.
- The strategy will aim to leverage the Council's assets along with other public estate assets to increase outcomes for residents and to drive inward investment into Surrey.
- This will be developed over 6 months, and presented to Cabinet in Q1 2019/20, along with an implementation plan.
- The implementation plan will then need to be delivered to achieve the required outcomes. This will include options for re-modelling the County Council corporate offices and developing new delivery vehicles

Implications

- Potential relocation of staff and services to a new, modern civic estate.
- Repurposing of existing assets for other uses.

Key assumptions

- Effective joint working with District and Borough Councils and partners on use of assets and resources for service delivery and on plans for specific places across Surrey.

Anticipated benefits & outcomes

- £25m additional revenue income stream to support services, by 2030
- New homes targets for Surrey are met
- Increased jobs and skills
- Improved infrastructure to support growth
- Increased inward investment in Surrey

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|------------------|----------------------|-------------------|------|----------|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design | ◆ Cabinet Report | | | Delivery | | |
| ◆ Cabinet Report | Strategy Development | Delivery planning | | | | |
| | Engagement | | | | | |

Agile Workforce

(New ways of working)

What does the change mean?

The ability to work almost anywhere, whenever, wherever, to collaborate and contribute without constraints. The agile workforce project will support; culture change within services, provision of equipment for smarter working, maximising use of property portfolio, reducing unproductive time for staff.

What will be delivered?

- **Mobile Solutions:** An offer for all staff that enables them to undertake the majority of their work from an appropriate location, relevant to their role
- **Technology Infrastructure:** A core infrastructure that can support a greater proportion of mobile staff
- **Culture and Skills:** Teams are supported to work in an agile working manner by addressing some of the barriers to adopting this practice across; technology skills, property, support, policies
- **Digital Services:** Staff and managers are supported to adopt agile working by digitising procedures and services constrained by location
- **Information and Knowledge Management:** Staff are supported to adopt smarter working through greater amounts of information being available electronically with the ability to collaborate with colleagues in virtual spaces

Implications

- Will allow improved partnership working and integration
- Goes hand in hand with office space reductions and savings and culture change in the way we work

Key assumptions

- Benefits are realised by services
- Agile Workforce is key enabler for the property savings and new organisation design
- Reduced future headcount in new organisation design
- Costs for establishing new property IT infrastructure is not included in the business case

Anticipated benefits & outcomes

- Services have greater capacity to manage demand
- Staff are more productive and effective
- Staff and teams can work from a variety of locations
- New working practices and digitised services
- Formation of multi-disciplinary teams is supported
- Enables the reduction of operating cost in property, organisation design and service overheads across the programme
- Additional savings to be realised by services beyond stated Transformation benefits through expansion of Agile Working (£1m for 2019/20 and a further £1m for 2020/21)

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|------|--------|----|----------------------------|----|----------------------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| | Design | | | | | |
| | | | Benefit realisation starts | | IT Equipment Refresh | |
| | | | Delivery | | | |

Orbis Value For Money

(New Ways of Working)

Why is the change needed?

The Orbis shared services arrangement needs to respond to the changing capability and capacity required by each 'sovereign' local authority, whilst ensuring services are provided in the most efficient way possible that delivers value for money.

Implications

- The Orbis services can adapt/flex to meet the needs of three quite different Councils (including governance and leadership arrangements).
- Possibility of a changed approach to the Orbis partnership model
- Some non-essential Orbis services may need to be reduced or stopped in order to deliver the required savings.

What will change?

- Services located in the Orbis arrangement capable of:
 - Delivering further efficiencies and savings
 - Supporting service departments through major organisational change
 - Bringing forward models and opportunities for new ways of working to lever transformational change
- A review of current Orbis model, assessing gaps and opportunities in each of the service areas, with a focus on:
 - **Strategic capacity:** Ability to see the bigger picture; stakeholder management;
 - **Professional Services:** Provision of quality advice; responsiveness; capacity and competency
 - **Transactional Services:** Reliability, processes, systems, efficiency location and effectiveness of service delivery

Key assumptions

- Additional investment may be required in key enabling areas e.g. digital.
- Significant changes would need to be discussed with all Orbis partners.

Anticipated benefits & outcomes

- Model able to support council transformation and provide effective ongoing support for front line service delivery.
- Savings £3.2m (Surrey proportion)

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|------|--------|---------------|------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Idea | Design | Delivery- TBC | | | | |
| | | | | | | |

Performance Management and MI/Insights

(New ways of working)

Why is the change needed?

To develop a shared 'single view of the truth' across our data, giving a clear view of how well our activity is helping to achieve our ambitions for residents.

To ensure we have the data and insight required to drive effective decision making, improvement, transformation/service design and commissioning.

What will change?

Phase 1 (to end of 2018/19)

- A performance framework which ensures robust governance, reporting and accountability routines and oversight.
- Inventory of critical insight requirements.
- Performance dashboards for critical measures (Corporate Strategy and Transformation Projects) (moving to Tableau as possible).
- Roadmap for 2019/20.

Phase 2 (based on 2019/20 roadmap)

- Stronger data and insight capabilities.
- Establish the people, skills, technology and processes to develop leading-edge performance management and insight (making it business as usual).

Implications

- All service areas will support opening up of their data to a shared single analysis tool (replacing existing arrangements).
- Leaders and managers will use the data and insight produced.

Key assumptions

- That the vision, council strategy and transformation programme projects provide clarity of what Key Performance Information (KPIs) will be required as part of a new performance management framework.
- That services are recording high-quality KPIs on stable and developed core systems and that it is possible to open up that data from our core recording systems to automated reporting and analysis tools.

Anticipated benefits & outcomes

- Data and insight drives operational management, strategic decision making, commissioning and transformation - this leads to improved performance, productivity and service design [potential savings here to be aligned with other work to avoid double counting].

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|----------------|-----------------|------------------------------|------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design Phase 1 | Deliver Phase 1 | ◆ Benefit realisation starts | | | | |
| Design Phase 2 | | Deliver Phase 2 | | | | |

Spans of Control

(New ways of working)

Why is the change needed?

The change aims to move Surrey towards an organisational design that has fewer layers and greater spans of control. This will in itself deliver direct savings by reducing the number of management/supervisory levels within all services. It will also deliver a more agile and effective organisation, enabling better engagement and facilitating faster decision making.

What will change?

- Initially a set of ideal organisational design principles will be put forward.
- These will be applied to restructures (either transformational or BAU).
- Where there are no reorganisations taking place an audit/challenge will take place to apply the new principles.
- The Local Government Association (LGA) have been commissioned to support SCC using the Decision-Making Accountability (DMA) tool. 16 people in SCC will be trained as part of this programme.
- When these principles are implemented a new, leaner organisation will be designed. There will be fewer layers within services and decision making and reporting will be streamlined.

Implications

- There is a major culture change from risk avoidance to a managed risk approach.
- Many processes will need to be redesigned to enable the benefits to be realised.

Key assumptions

- That there is strong stakeholder buy in to the changes necessary and communications and engagement are effective and in place.
- Children's Families and Learning and Surrey Fire and Rescue Service will be excluded from the principles

Anticipated benefits & outcome

- By de-layering, decision making is accelerated, communications and engagement are improved and ultimately services are either improved or maintained within a smaller financial envelope.
- Many of the savings will be realised via other directorate restructuring.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|------------------------------------------|-----------------------|----|---------------------------------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design, Data Cleanse, Principles agreed. | LGA Support Completed | | Audit Completed, Lessons Learnt | | | |
| | Restructures Underway | | | | | |

Commissioning

(Commissioning & Procurement)

Why is the change needed?

To re-imagine how the council and its partners think, plan and deliver commissioning to improve outcomes for residents.

The old paradigm of analyse, plan, do, review is not necessarily fit for purpose.

What will change?

- Introduction of a new Strategic Commissioning Hub.
- Introduction of a consistent and innovation-led approach to commissioning across the council.
- There will be co-produced solutions in the communities of Surrey with need at the heart of this new approach.
- Design and adoption of new ways of working to enable joint commissioning across health and social care.

Implications

- The new strategic commissioning approach will act both as an enabler and as a means of transforming services and reducing budget spend.
- Underpinned by a deep immersive understanding of need, leading to solutions that improve outcomes

Key assumptions

- Not every major issue facing the Council will lead to a procurement and a contract
- Information governance issues can be clarified and partners will be able to share info and data to support joint working
- SCC will invest in suitable digital/technological solutions, allowing integration between systems and improvement in data quality and management.

Anticipated benefits & outcomes

- Enables innovation and service transformation across the Council, taking a system-wide approach to complex issues and identifying efficiencies.
- Enabler to other business cases with input to approx. £24m savings forecast across Full Year 2019/20 and Full Year 2020/21.
- Enable the delivery of £2m social value benefits in Full Year 2019/20.
- Non-financial: improved integration with health to enable joint commissioning where appropriate, improved partner alignment (Single Commissioning Framework) to establish consistency of approach, measurable standards and better outcomes and improved visibility of strategic commissioning opportunities

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|------|--------------------|----|------------------------------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| | Design and Develop | | Delivery | | | |
| | | | ◆ Benefit realisation starts | | | |

Fees & Charges

(Investment & income)

Why is the change needed?

To reduce unintentional and avoidable costs for the council that are incurred by providing non-statutory services to residents.

There is no clear policy or governance for the issuing of fees & charges at present. This therefore needs to be developed to allow for consistency of application.

Opportunities for issuing fees & charges across the council need to be identified in line with this new policy to equip services with the ability to generate further income/savings.

What will change?

- Subject to consultation, our approach to service provision will change in that it will be assumed, where it is legally permissible to do so, that a fee or charge will be levied for discretionary services, to make them cost neutral, unless stated otherwise.
- A number of discretionary services will no longer be provided without charge. Other services for which a charge is levied may be subject to an increase in charges.
- A clear policy and governance structure will be implemented which will standardise the approach for issuing fees & charges.
- Directorates will be enabled by the policy and initial identification of opportunities as a result of this project to implement fees & charges for provision of their services.

Implications

- The fees charged to the public for some services may substantially increase (e.g. over the cost of inflation as already assumed in the MTFP) where this is justified in term of cost of delivery, subject to consultation as necessary
- Some services may cease or be subject to a reduction in demand if charges are introduced/increase.

Key assumptions

- The project will act as an enabler for directorates across the council to implement fees & charges for the provision of services.

Anticipated benefits & outcomes

- Reduction of unintentional subsidies.
- Demand management.
- Additional income generation.
- Identification of opportunities for introducing fees & charges across the council.
- Financial benefits will be realised and delivered by individual directorates.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|--------|------|------------------------------|----------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design | | | Delivery | | | |
| | | ◆ Benefit realisation starts | | | | |

Customer Experience – Single Front Door and Channel Shift

(Technology and Digital Innovation)

Why is the change needed?

A single initial point of contact, or 'front door', for customers is needed because customers currently have multiple entry points to transact, interact and obtain information from the council which creates a prohibitively expensive and inconsistent model of customer service.

Implications

- Reduced calls on routine transactions, leading to reduction in staff and increased capacity in service.
- Consistent and accurate information given to customer first time.
- Reduced duplication.
- Enhanced customer insight will be used across the council to drive change.
- Improved consistency across channels, including management and governance of design.

What will change?

- A single front door for customers across multiple channels replicating a successful existing model for additional services.
- Enhanced online provision to encourage self service.
- Creation of single customer portal to simplify resident transactions.
- Automated processes and integration with back office systems.
- Customer insight tools and reporting.
- Enhanced insight to build a comprehensive overall customer view; used to improve customer experience and inform service delivery.

Key assumptions

- With few exceptions, services across Surrey County Council (and potentially beyond) will use the front door model.
- Assumes investment in technology.
- Digital self-serve is the cheapest form of contact.
- Cashable savings realised in services.

Anticipated benefits & outcomes

- Increased efficiencies achieved by economy of scale delivered by front door model.
- Increased customer satisfaction and self-serve.
- Improved insight into customer interactions and behaviour.

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|--------|------------------------------|----|------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Design | Delivery | | | | | |
| | ◆ Benefit realisation starts | | | | | |

Digital

(Technology & Digital Innovation)

Why is the change needed?

Adopting the processes, culture and technology of an internet era and introducing new digital capabilities to deliver the various transformation programmes business cases. This will enable service enhancements, cost reduction and improved demand management.

What will change?

- Establish cross-cutting digital solutions for staff, residents, and partners
- Implement technical solutions identified and co-designed with services which support the realisation of benefits detailed in other transformation business cases
- Exploit opportunities to join-up data, scale solutions and improve sustainability of services
- This will be enabled by developing a number of the capabilities and dimensions of a digital council;
online/web, automation/Artificial Intelligence/Robotics, Information and insights from data and analytics, Tech/app enabled new business, Tech-enabled services for residents, Social media platforms and content

Implications

- Co-design with services is fundamental
- Service digital capabilities will be re-used
- Digital platforms will support future service design

Key assumptions

- Digital is an enabler for other projects
- There is value in automating repetitive processes
- Revenue funding will be available to deploy scalable and supportable technology

Anticipated Benefits and Outcomes

- Residents have a seamless public service digital experience
- Services benefit from increased capacity
- Real time data insights mean services can manage demand and support residents most at risk
- Enables operating cost reduction from demand management and automation across the programme.
- Additional savings to be realised by services beyond stated Transformation benefits through expansion of digital by design (£1m for 2019/20 and a further £1m for 2020/21).

Outline Plan with key milestones

| 2018 | 2019 | | 2020 | | 2021 | |
|------|----------|----|----------------------------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| | Design | | Benefit realisation starts | | | |
| | Delivery | | | | | |

Libraries and Cultural Services

(Service Transformation)

Why is the change needed?

There is a need to develop a new strategy for the delivery of cultural services to ensure that they can continue to be sustainable over the longer term. We aim to place libraries and cultural services at the heart of life long learning and stronger communities.

What will change?

Redesign of libraries and cultural services based upon five key principles to underpin a new service strategy:

1. Libraries and cultural services provide and enable opportunities for everyone to learn, access information, acquire new skills, literacy and be involved in their communities.
2. There is a focus on the wellbeing and strengthening of communities, particularly the most vulnerable, to enable them to be resilient.
3. Libraries and cultural services are most effective and efficient when they work in partnership with the public, voluntary, community and private sectors, including through the creation of shared spaces.
4. New technologies, including digital, enable libraries and cultural services to reach new audiences, and existing audiences in new ways, and offer 24/7 access.
5. Volunteers are crucial community advocates and assets in libraries and cultural services, who also gain valuable skills and relationships through the work they do.

Implications

- Innovation will drive a service that better fits with 21st century life and is more affordable.
- There will be different solutions for different places to meet local community needs.
- Digital and mobile approaches will bring services to residents.
- Resources will be better targeted to meet the needs of communities, particularly the most vulnerable.

Key assumptions

- Public engagement and consultation will be key, with phase one to consult on strategy and phase two on detailed proposals.
- Corporate capacity and support will be available when required.
- We will be committed to a strategic transformation of the service.

Anticipated benefits & outcomes

- Integrated services delivered in partnership with public, voluntary and community and private sectors.
- Strengthening communities and family resilience priority areas.
- Learning, access to information and skills at heart of approach.
- Getting close to the national average spend for cultural services.

Outline Plan with key milestones *Benefit realisation ongoing throughout programme*

| 2018 | 2019 | | 2020 | | 2021 | |
|-----------------------|---------------------------------|----|----------|----|------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| 18/19 Savings | | | | | | |
| Consult on principles | Consult and engage on proposals | | Delivery | | | |

ASC Market Management

(Service Transformation)

Why is the change needed?

Financial pressure from the costs of existing and new adult social care packages needs to be mitigated for ASC to remain within budget in coming years. Inflationary cost pressures must be limited to manageable levels. Prices in some areas, primarily learning disability, need to be brought closer to benchmarks.

An LGA peer review highlighted limited strategic commissioning capacity within ASC, and limited ability and approach to influence on the market.

What will change?

- The council will have improved commissioning capability and understanding of the market, improving ability to influence price and quality in the market
- The commissioning approach will complement health and other major buyers in the market
- Conversations with providers will involve appropriate commercial and contract management expertise, as well as social workers
- Better utilisation of council resources, and collaboration across areas of expertise

Implications

- There will be mutually beneficial working relationships between the council and the market
- A more centralised and disciplined approach to decision making and policies within the council
- Residents will be offered choice in accordance with our statutory responsibility

Key assumptions

- No change in existing policy and legislation
- No immediate significant increase in demand

Anticipated benefits & outcomes

- £19.4m in 2019/20, £14.2m in 2020/21 = target of £33.6m from avoiding cost increases and savings through renegotiation of care prices.
- Sufficient capacity in the market for the council to purchase care at an affordable price, enabling financial sustainability

Outline Plan with key milestones *Benefit realisation ongoing throughout programme*

| 2018 | 2019 | | 2020 | | 2021 | |
|-------------------|--------|--------------------------------|----------------------|----|-----------------------------------|----|
| H2 | H1 | H2 | H1 | H2 | H1 | H2 |
| Priority Delivery | | | Delivery of benefits | | | |
| | Design | Approach and Structural Change | | | ◆ Achievement of 2020/21 benefits | |

Impact

This programme will have multiple impacts on many stakeholders.

Impacts on several areas have been considered and these are described as quotes from the future.

The impact areas considered are for our:

Residents

Partners

Members and Employees

Resident Impact Statements

A Mum

"As a mum you want to get it right for your children, but sometimes it's hard to know what's the right thing to do. I've got a team who support me. They have this amazing way of understanding what might cause an issue for the family, and they help me come up with a way of managing it before it gets out of hand."

A resident with children and ageing parent

"As a resident with children at surrey schools, ageing parents with care needs and all my own day-to-day stuff, there are various things I need to call the council about for help. I used to get so confused about where to find information or which number to call. Now it's easy to speak to someone, though quite often I don't have to as I can get the help I need and use the council's website to sort things out myself online."

An older adult with care needs

"As an older adult with care needs, I thought I might have to go into a residential home. This would not be ideal as I want to maintain some independence, and only get 24/7 care when I really need it later on. The council provided a range of extra care options, and I know they negotiated a good deal. I am still independent and it's not costing anyone too much!"

Service
transformation

Partnership &
Integration

New ways of
working

Commissioning &
Procurement

Technology &
digital innovation

Investment &
Income

Partner Impact Statements

Voluntary Sector Organisation

"We join up. We're not just working together but coming together to in a way that creates collaboration between the voluntary sector and statutory sector. Engagement is improved. Ownership is taken."

Non-profit organisation focused on young people

"We have developed a culture where we take care of each other and this builds community resilience."

CCG/ICS colleague in health

"We come together around shared issues and long-term goals, talking to our residents and communities to understand where they can support each other and then working together to achieve the best outcomes we can. It's one approach where we jointly decide what's best for the whole system, which organisation we're from or how our different processes work just don't seem such a barrier anymore"

Housing Trust

"We have more genuinely affordable housing. We made cheap land available for social providers. Older people live in adapted homes with the right services to keep them independent and healthy. We use smart technology."

Parent Carer Forum

"There is early intervention for adults and children to avoid crisis management. Funding is increased at the bottom end to reduce high costs at crisis. Services collaborate to avoid duplication and save costs. We are a Surrey that responds and doesn't pass the buck."

Police

"To protect the most vulnerable within Surrey we have come together to provide tailored support services working across statutory organisations and the voluntary sector."

Service
transformation

Partnership &
Integration

New ways of
working

Commissioning &
Procurement

Technology &
digital innovation

Investment &
Income

Member and Employee Impact Statements

Adult Social Care - Team Member

"We have the right equipment to visit clients and assess their needs at an early stage, we use online tools so people can complete forms either themselves or with a carer or family member on their behalf. We have good links to share information between ourselves and our NHS colleagues."

Adult Social Care - Team Member

"We embrace technology and are out in the field most of the time. For example I used to visit people's homes with my pen and paper and carry out an assessment of need. I then have to return to the office and type up the assessment doubling the work! I now use an iPad/tablet and I can type up the assessment at the visit and go on to my next visit without the need to return to the office. I can do more visits a week and cut down on waiting lists for people."

Learning & Development – Team Member

"I don't need to commute to a main office. I am in a team where we are trusted to do our job and are able to choose to work wherever is most suitable. I have the tools I need to be able to communicate so I can work from home if convenient so I don't need to travel and add to congestion on Surrey's roads so much."

Surrey Family Services – Team Member

"We have streamlined working practices, for example data management – we now have one dashboard to record our work with young people and families and we share it with Police, CAMHS & Education."

Member of Council

"As a Member I need to be able to demonstrate to my constituency how the council spends council tax and be clear about what impact it has. Now that I, and managers have easy access to the information and evidence we need to base decisions on, I am confident that money is being spent on the things that make the biggest difference."

Service
transformation

Partnership &
Integration

New ways of
working

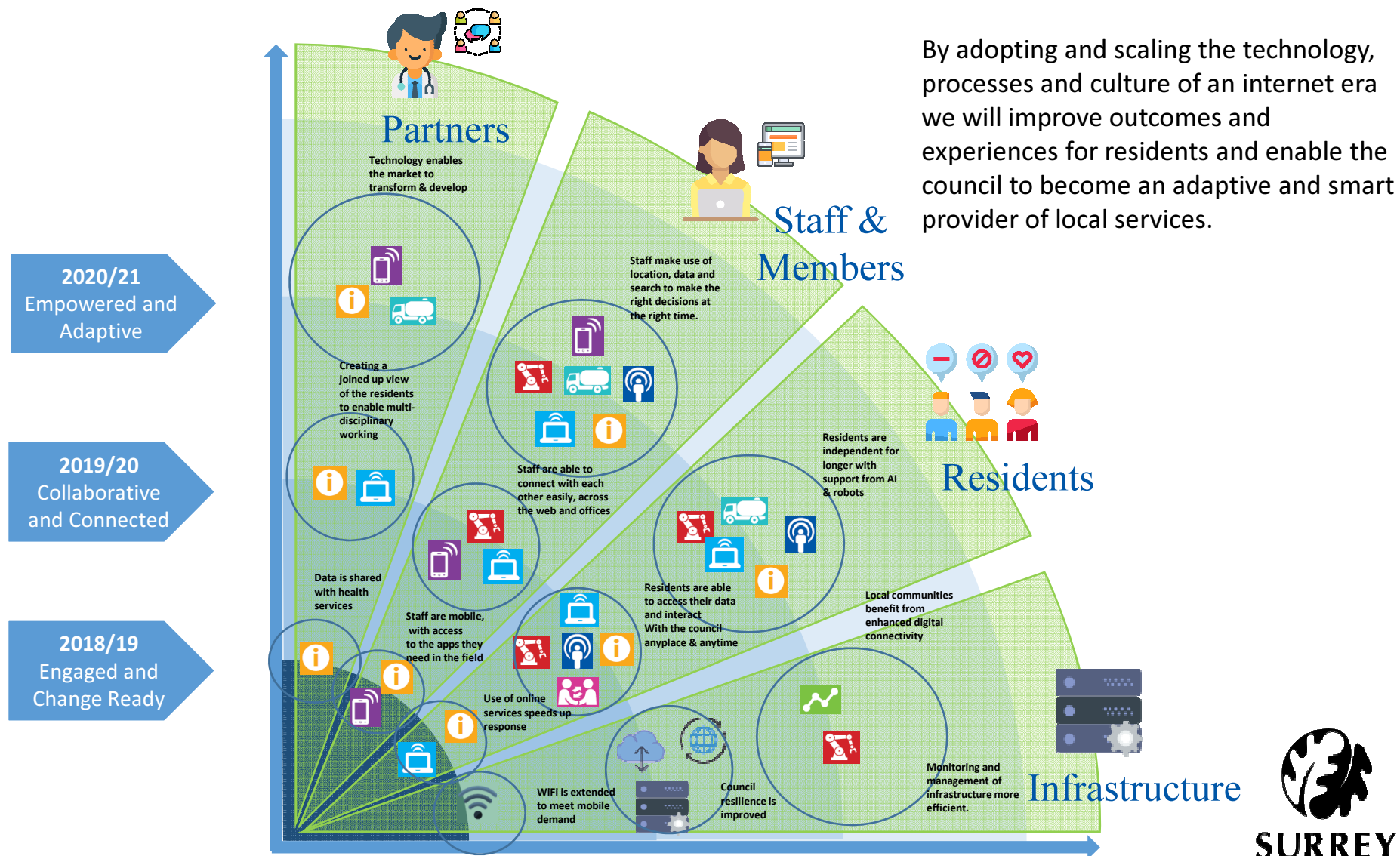
Commissioning &
Procurement

Technology &
digital innovation

Investment &
Income

Technology Roadmap

We anticipate the technology that is deployed to evolve through the life span of the programme as set out below.



Technology Roadmap

The technology deployed have positive impacts across a multitude of areas as detailed below.

Social media: platforms and content – Residents, staff and partners can have a choice of channels, including social media, through which to engage, cooperate and collaborate with the council.

Tech-enabled services – Residents can be supported to live well and independently by use of assistive technologies, sensors and wearables.

Tech/app enabled new business models – Technology can connect residents and partners with providers, in new and innovative ways.

Online/web – Residents can meet their own/their families needs through self-help, self-care and self-serve tools.

Automation/AI/Robotics – Staff time can be freed up for more high value tasks through automation.

Macro infrastructure can support the organisation in encouraging local economic growth.

Agile workforce – Staff will have the tools to enable them to work anywhere, at any time and with anyone.



Information and insights from data and analytics – staff and partners can use and access data and insight to support decision making, commissioning and better outcomes for residents.