

# Transformation Programme

2020 update

Guide to individual programmes

# All programmes

The three programme summaries in bold – Agile, Digital, MCTR - are included in this Annexe.

All the programme summaries can be accessed online at:

[https://www.surreycc.gov.uk/data/assets/pdf\\_file/0011/217667/SCC-Transformation-Programme-January-2020.pdf#SCC](https://www.surreycc.gov.uk/data/assets/pdf_file/0011/217667/SCC-Transformation-Programme-January-2020.pdf#SCC)

PEOPLE	
Accommodation with care and support	-
Adult social care practice improvement	-
Adult social care market management	-
Adult mental health (including staff transfer)	-
Adults with learning disabilities and autism	-
Domestic abuse	-
Family resilience	-
Health and social care integration	-
Libraries and cultural services	-
Preparing for adulthood	-
SEND transformation (including transport)	-
Working differently with communities	-

PLACE	
Countryside	-
Community protection (including Surrey Fire and Rescue Service transformation)	-
Creating Environment, Transport and Infrastructure	-
Economic growth	-
Greener future	-
Improving infrastructure	-
Rethinking transport	-
Rethinking waste	-

ORGANISATION	
<b>Agile workforce</b>	<b>3</b>
<b>Digital</b>	<b>5</b>
<b>Moving closer to residents</b>	<b>7</b>
Becoming more entrepreneurial	-
Customer experience	-
Data insights	-
Land and property	-
Moving closer to residents	-
Transforming our core business processes	-

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

# Agile workforce

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

Page 99

## 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	Focus for the next phase
------------------	--------------------------

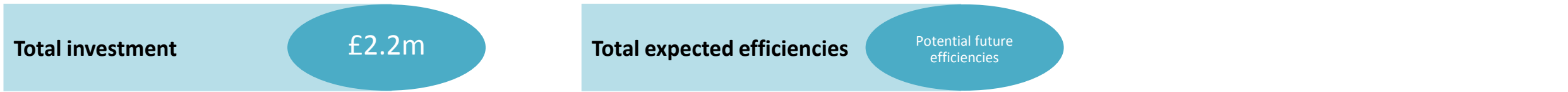
- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>Established a team to deliver programme</li> <li>Upgrading technology used by council staff to more modern computer devices, with Windows 10 operating system rollout underway</li> <li>Planned the approach to change and how we will work differently to deliver the outcomes of this programme</li> </ul> | <ul style="list-style-type: none"> <li>Complete upgrade of Window 10 computer devices and mobile technology rollout</li> <li>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</li> <li>Manage changes to ways of working through ongoing engagement with staff</li> </ul> |
|---|--|

Page 100

## 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)



# Digital

“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					

Page 101

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

## 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

Page 102

## 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

# 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	■	■	■

Page 103

## 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

Page 104

## High Level Milestone Plan

2019/20 Q4

2020/21 Q1

2020/21 Q2

2020/21 Q3

- Start delivery of joint change plan for Moving Closer to Residents and Agile

- Begin relocating staff to Midas House and Fairmount

- Complete relocating staff to Midas House and Fairmount

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

Total investment

£0.3m

Total expected efficiencies

£0.6m