

Resources & Performance Select Committee

Performance Report

Surrey County Council

18 December 2020

Performance Highlights

The distribution of ratings in this report is as follows (data as at the end September 2020):

3 indicators are rated as RED. Of these:

- 3 indicators have shown performance improvement from the previous position
 - HROD 08: Apprenticeship levy 12 months forecast spend (excluding schools)
 - HROD 07: Apprenticeships as % of workforce
 - TRN01: EFFICIENCIES: Overall planned financial efficiencies are achieved - latest confirmed efficiencies against in-year target

12 indicators are rated as AMBER

13 indicators are rated as GREEN

8 indicators have no target in place, of which 3 also have no RAG. 2 KPIs are in development or the data is not currently available

7 project-based indicators are marked as complete

Finance update and narrative is available on slides 14 to 16

Additional information for the Transformation programmes is included in slides 18 to 25

Performance update

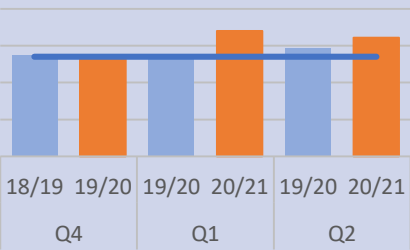
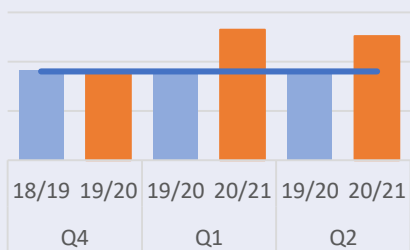
Customers

Performance improvement		No change		Performance reduction	
↑	Value increased since last result	➡	Value unchanged since last result (or changed by <1%)	↑	Value increased since last result
↓	Value decreased since last result			↓	Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue line =Target, Orange=Actual, blue col = previous year's result)												
Customer experience - providing residents and customers with a more consistent experience, maximising our use of digital technology to make the experience seamless, easy & automated where appropriate	CUST 01: % residents satisfied with the customer service they receive (Good to be HIGH)	93% Sep 2020	90% Sep 2020	↑ 91% Aug 2020	<table><caption>CUST 01: % residents satisfied</caption><thead><tr><th>Month</th><th>2019</th><th>2020</th></tr></thead><tbody><tr><td>July</td><td>~95%</td><td>~98%</td></tr><tr><td>August</td><td>~95%</td><td>~95%</td></tr><tr><td>Sep</td><td>~95%</td><td>~98%</td></tr></tbody></table>	Month	2019	2020	July	~95%	~98%	August	~95%	~95%	Sep	~95%	~98%
	Month	2019	2020														
	July	~95%	~98%														
	August	~95%	~95%														
Sep	~95%	~98%															
CUST 03: First time resolution rate (Good to be HIGH)	82% Sep 2020	80% Sep 2020	→ 83% Aug 2020	<table><caption>CUST 03: First time resolution rate</caption><thead><tr><th>Month</th><th>2019</th><th>2020</th></tr></thead><tbody><tr><td>July</td><td>~85%</td><td>~80%</td></tr><tr><td>August</td><td>~85%</td><td>~85%</td></tr><tr><td>Sep</td><td>~85%</td><td>~85%</td></tr></tbody></table>	Month	2019	2020	July	~85%	~80%	August	~85%	~85%	Sep	~85%	~85%	
Month	2019	2020															
July	~85%	~80%															
August	~85%	~85%															
Sep	~85%	~85%															
CUST 02: % of key transactions completed via digital self-service (Good to be HIGH)	65% Sep 2020	N/A	↑ 64% Aug 2020	<table><caption>CUST 02: % of key transactions completed via digital self-service</caption><thead><tr><th>Month</th><th>2020</th></tr></thead><tbody><tr><td>Jul '20</td><td>~50%</td></tr><tr><td>Aug '20</td><td>~65%</td></tr><tr><td>Sep '20</td><td>~65%</td></tr></tbody></table>	Month	2020	Jul '20	~50%	Aug '20	~65%	Sep '20	~65%					
Month	2020																
Jul '20	~50%																
Aug '20	~65%																
Sep '20	~65%																
CUST 04: Number of adult social care referrals to community preventative services (Good to be High)	544 Sep 2020	N/A	↑ 505 Aug 2020	<table><caption>CUST 04: Number of adult social care referrals</caption><thead><tr><th>Month</th><th>2019</th><th>2020</th></tr></thead><tbody><tr><td>July</td><td>~700</td><td>~550</td></tr><tr><td>August</td><td>~680</td><td>~500</td></tr><tr><td>Sep</td><td>~750</td><td>~550</td></tr></tbody></table>	Month	2019	2020	July	~700	~550	August	~680	~500	Sep	~750	~550	
Month	2019	2020															
July	~700	~550															
August	~680	~500															
Sep	~750	~550															

Residents


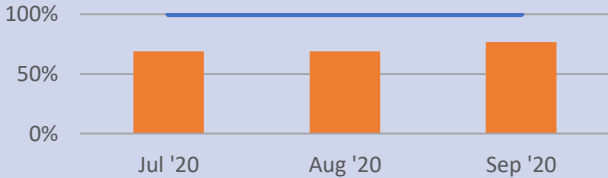

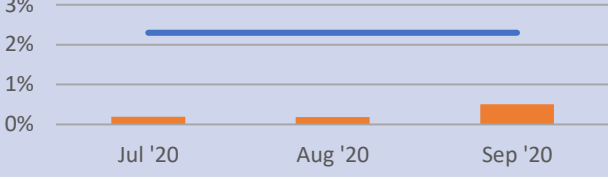
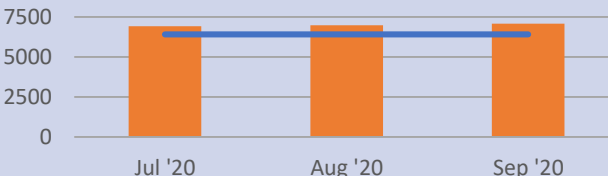
Performance improvement		No change		Performance reduction	
↑	Value increased since last result	➡	Value unchanged since last result (or changed by <1%)	↑	Value increased since last result
↓	Value decreased since last result			↓	Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue line =Target, Orange=Actual, blue col = previous year's result)
Customer experience - providing residents and customers with a more consistent experience, maximising our use of digital technology to make the experience seamless, easy & automated where appropriate	RES 01: Satisfaction with the way the Council runs things (Residents Survey) (Good to be HIGH)	64.4% Sep 2020	54% Year-end target	↓* 67.6% Q1 2020	
	RES 02: Satisfaction that the Council offers good value for money (Residents Survey) (Good to be HIGH)	50.4% Sep 2020	36% Year-end target	↓* 53.1% Q1 2020	

*Resident satisfaction levels increased significantly during the initial response to the Covid-19 pandemic. Figures have reduced to expected levels but remain above target

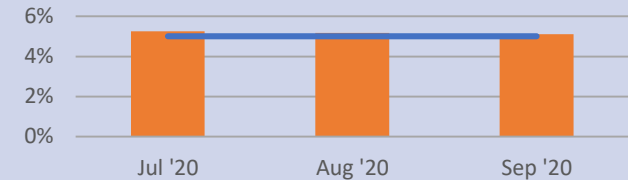
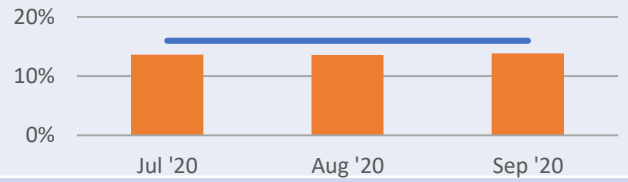
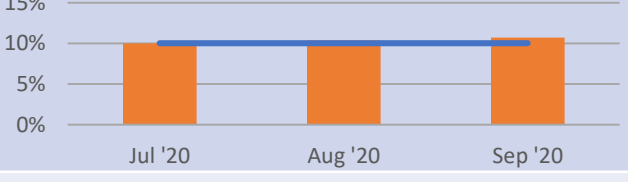
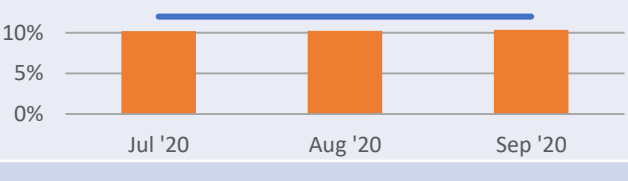
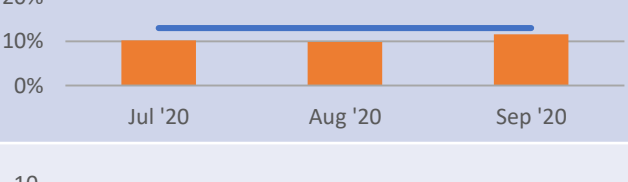
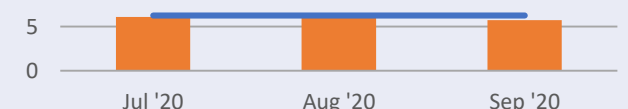
HR and OD

Performance improvement		No change		Performance reduction	
↑	Value increased since last result	→	Value unchanged since last result (or changed by <1%)	↑	Value increased since last result
↓	Value decreased since last result			↓	Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)												
Develop the capacity and capability of our workforce to achieve outcomes for Surrey residents, creating a high performance culture and driving wholesale transformational change	HROD 08: Apprenticeship levy 12 months forecast spend (excluding schools) (Good to be HIGH)	76.56% Sep 2020	100% Sep 2020	 69.01% Aug 2020	 <table><caption>HROD 08: Apprenticeship levy 12 months forecast spend (excluding schools)</caption><thead><tr><th>Quarter</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Jul '20</td><td>~65</td><td>100</td></tr><tr><td>Aug '20</td><td>~65</td><td>100</td></tr><tr><td>Sep '20</td><td>76.56</td><td>100</td></tr></tbody></table>	Quarter	Actual (%)	Target (%)	Jul '20	~65	100	Aug '20	~65	100	Sep '20	76.56	100
	Quarter	Actual (%)	Target (%)														
	Jul '20	~65	100														
	Aug '20	~65	100														
	Sep '20	76.56	100														
With the increase on starters in September, we have a 10.94% increase on the levy spend. We also continue our collaboration with Surrey Heartlands partners to explore rotational apprenticeships and levy transfer opportunities.																	
HROD 07: Apprenticeships as % of workforce (Good to be HIGH)	0.5% Sep 2020	2.30% Sep 2020	 0.18% Aug 2020	 <table><caption>HROD 07: Apprenticeships as % of workforce</caption><thead><tr><th>Quarter</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Jul '20</td><td>~0.1</td><td>2.30</td></tr><tr><td>Aug '20</td><td>~0.1</td><td>2.30</td></tr><tr><td>Sep '20</td><td>0.5</td><td>2.30</td></tr></tbody></table>	Quarter	Actual (%)	Target (%)	Jul '20	~0.1	2.30	Aug '20	~0.1	2.30	Sep '20	0.5	2.30	
Quarter	Actual (%)	Target (%)															
Jul '20	~0.1	2.30															
Aug '20	~0.1	2.30															
Sep '20	0.5	2.30															
Our measures on workforce (like most councils) have suffered a great impact due to the Coronavirus pandemic. Recruitment of new apprenticeships and young people, who are amongst the worst hit by the global crisis, has been challenging for all. This has meant a slow start for 20/21, and now that conditions have normalised with the beginning of the new academic year, we have had a healthy increase on the number of apprenticeships in Q2; which is now 215% higher than Q1, with 41 new starters at end of September. To assist with apprenticeship vacancies across sectors , the government continues with the ‘Plan for Jobs’ strategy, which provides financial support to businesses to enable the appointment of more apprentices, and presented initiatives such as: (i) Incentive payments for employers who hire an apprentice between 1 August 2020 and 31 January 2021, and (ii) Additional £1,000 funding for 16-18 year olds/19-24 year olds with EHC Plans to help meet the extra costs associated with their hiring.																	
HROD 01: Number of employees (FTE)	7083 Sep 2020	Target under review	6969 Aug 2020	 <table><caption>HROD 01: Number of employees (FTE)</caption><thead><tr><th>Quarter</th><th>Actual (FTE)</th><th>Target (FTE)</th></tr></thead><tbody><tr><td>Jul '20</td><td>~6500</td><td>Target under review</td></tr><tr><td>Aug '20</td><td>6969</td><td>Target under review</td></tr><tr><td>Sep '20</td><td>7083</td><td>Target under review</td></tr></tbody></table>	Quarter	Actual (FTE)	Target (FTE)	Jul '20	~6500	Target under review	Aug '20	6969	Target under review	Sep '20	7083	Target under review	
Quarter	Actual (FTE)	Target (FTE)															
Jul '20	~6500	Target under review															
Aug '20	6969	Target under review															
Sep '20	7083	Target under review															
The 1.64% increase of permanent workers across various Services is a positive reflection of our reduced reliance in our use of off payroll workers. In light of this, the target for this indicator is currently under review.																	

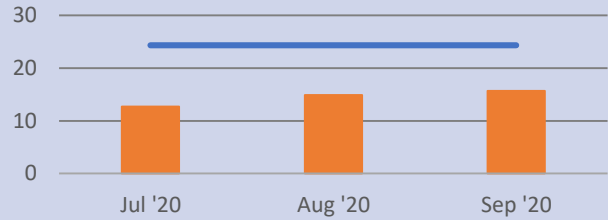
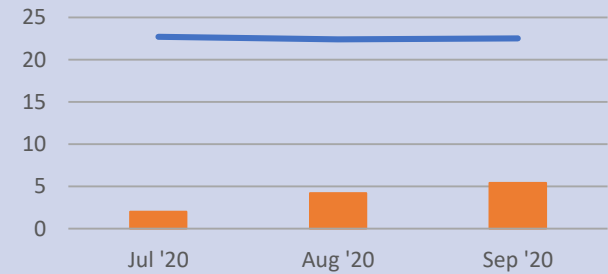
HR and OD

Performance improvement		No change		Performance reduction	
↑	Value increased since last result	➡	Value unchanged since last result (or changed by <1%)	↑	Value increased since last result
↓	Value decreased since last result			↓	Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
Develop the capacity and capability of our workforce to achieve outcomes for Surrey residents, creating a high performance culture and driving wholesale transformational change	HROD 05: Off payroll workers as % of workforce (Good to be HIGH)	5.11% Sep 2020	5% Sep 2020	➡ 5.17% Aug 2020	
	HROD 03: % staff under 30 (Good to be HIGH)	13.84% Sep 2020	16% Sep 2020	➡ 13.58% Aug 2020	
	HROD 06: Off payroll spend as % of total staffing spend (excluding schools) (Good to be LOW)	10.69% Sep 2020	10% Sep 2020	➡ 10.36% Aug 2020	
	HROD 09: BAME Staff (%) (Good to be HIGH)	10.35% Sep 2020	12% Sep 2020	➡ 10.25% Aug 2020	
	HROD 02: Voluntary turnover (%) (Good to be LOW)	11.59% Sep 2020	13% Sep 2020	↑ 9.85% Aug 2020	
	HROD 04: Sickness (days per FTE) (Good to be LOW)	5.71 Sep 2020	6.25 Sep 2020	➡ 5.99 Aug 2020	

Transformation

Performance improvement		No change		Performance reduction	
↑	Value increased since last result, good to be high	➡	Value unchanged since last result	↑	Value increased since last result, good to be low
↓	Value decreased since last result, good to be low			↓	Value decreased since last result, good to be high

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
Oversee the delivery of the council transformation programme and achievement of the planned financial and non-financial benefits for 2020/21	TRN01: EFFICIENCIES: Overall planned financial efficiencies are achieved - latest confirmed efficiencies against in-year target. (Good to be HIGH)	£15.7m Sep 2020	£24.3m Full year target	↑ £14.9m Aug 2020	
	Transformation efficiencies are currently marked RED as a result of COVID-19 impacts, with 27% of the overall target at risk of non-delivery for this very reason. The TSU is working to maximise the efficiencies that can be achieved this year, though savings that cannot be met will factored in to the annual transformation programme refresh.				
	TRN 02: COSTS: Overall planned financial costs are on target - latest confirmed costs in-line with budget (Good to be in line with budget)	£5.4m Sep 2020	£22.5m Full year target	↑ £4.2m Aug 2020	

Resources

Performance improvement		No change		Performance reduction	
↑	Value increased since last result	➡	Value unchanged since last result (or changed by <1%)	↑	Value increased since last result
↓	Value decreased since last result			↓	Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
<div>Land & Property Delivery</div> <div>Progress against targets for a range of key areas – Financial: Capital programme spend, Capital Receipts, Investment Portfolio performance.</div> <div>Timeliness: Building Compliance assurance</div>	RES 01: Deliver Capital Spend of £64.2m (excluding Woodhatch)	£23.5m (Cumulative Apr-Aug 2020)	£64.2m (end of year Target)	N/A	<div> <div>£40M</div> <div>£20M</div> <div>£M</div> <div>Aug '20</div> </div>
	RES 04: Surrey CC buildings 100 % Health & Safety compliant (SCC full liability)	42% Aug 2020	100% Aug 2020	N/A	<div> <div>60%</div> <div>40%</div> <div>20%</div> <div>0%</div> <div>Aug '20</div> </div>
	The RAG status is currently amber because this is a large remedial programme of works aiming for 100% compliance across the 6 statutory areas for all SCC owned and operated buildings by the end of December. Planning is on track, however overall building compliance is currently on track.				
	RES 05: Deliver within the £27m Revenue Budget	£11.3m Aug 2020	£27m (end of year Target)	N/A	<div> <div>£20M</div> <div>£10M</div> <div>£M</div> <div>Aug '20</div> </div>
	RES 02: Capital Receipts of £20.5m	£2.5m (Cumulative Apr-Aug 2020)	£20.5m (end of year Target)	N/A	<div> <div>£300M</div> <div>£200M</div> <div>£100M</div> <div>£M</div> <div>Aug '20</div> </div>

Resources

Performance improvement		No change		Performance reduction	
↑	Value increased since last result	→	Value unchanged since last result (or changed by <1%)	↑	Value increased since last result
↓	Value decreased since last result			↓	Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
Land & Property Delivery Progress against targets for a range of key areas – Financial: Capital programme spend, Capital Receipts, Investment Portfolio performance. Timeliness: Building Compliance assurance	RES 03: Investment portfolio Halsey Garton and Surrey CC (% of rent and service charges received) (Good to be HIGH)	50% Aug 2020	70% Aug 2020	N/A	<div> <div>100%</div> <div>50%</div> <div>0%</div> <div>Aug '20</div> </div>
	In August the position was uncertain because of the impact of Covid-19 on the property market, however this indicator has subsequently improved to 72% in October				
	RES 06: New asset management system (Planon) implementation is on track v plan.	On track Aug 2020	N/A	N/A	On track for delivery
Digital, Agile Working & Moving Closer to Residents: Providing the technology to support agile and digital working	RES 07: Provision of Windows 10 devices (Good to be HIGH)	4202 laptops (Cumulative: Q1 & Q2 20/21)	N/A	↑ 705 Q1 20/21	<div> <div>6000</div> <div>4000</div> <div>2000</div> <div>0</div> <div>Q1 20/21</div> <div>Q2 20/21</div> </div>
	RES 08: Provision of and attendance at relevant training sessions – Core Office 365 training (Good to be HIGH)	3143 Attendees at training (Cumulative: Q1 & Q2 20/21)	N/A	↑ 2338 Q1 20/21	<div> <div>4000</div> <div>3000</div> <div>2000</div> <div>1000</div> <div>0</div> <div>Q1 20/21</div> <div>Q2 20/21</div> </div>
	RES 09: Access to and use of key software packages – number of remote connections (Good to be HIGH)	6173 Daily average (weekdays) Q2 20/21	N/A	↑ 5934 Q1 20/21	<div> <div>6200</div> <div>6000</div> <div>5800</div> <div>Q1 20/21</div> <div>Q2 20/21</div> </div>

Resources – Project Indicators

Theme	Performance Indicator	Latest result	Target/Actual delivery date
Business Partnering as a way of working is embedded within Resources and other Corporate teams, to improve culture and outcomes as we work with services, including providing a team around a service	RESO 10: Attend Resources & other corporate teams DLTs, and meet all Directors/Heads of Services to ensure engagement with Business Partnering approach	Complete (Delivery date June/July 2020)	
	RESO 11: Hold Resources Extended Leadership Forum to communicate Business Partnering approach to wider team	Complete (Delivery date September 2020)	
	RESO 12: Set up a Business Partnering Community of Practice and networks	Complete (Delivery date September 2020)	
	RESO 13: Design Business Partnering Excellence training and begin to roll out		December 2020
Digital, Business & Insights (DB&I) – procurement, implementation and delivery of key milestones to support the Surrey's organisational objectives	RESO 14: Manage procurement activity, including supplier demos and detailed stakeholder scoring	Complete (Delivery date July 2020)	
	RESO 15: Mobilise implementation project	Complete (Delivery date September 2020)	
	RESO 16: Sign contract with preferred supplier	Complete (Delivery date August 2020)	
	RESO 17: Design phase complete		December 2020
	RESO 18: Build complete		April 2021
Financial management improvements, closure of Finance Improvement Programme & delivery of key Finance Academy milestones, to improve financial management capabilities across the organisation	RESO 19: Closure of the Finance Improvement Programme	Complete (Delivery date June/October 2020)	

Resources

Performance improvement		No change		Performance reduction	
↑	Value increased since last result	➡	Value unchanged since last result (or changed by <1%)	↑	Value increased since last result
↓	Value decreased since last result			↓	Value decreased since last result

Theme	Performance Indicator	Latest result	Latest target	Change from previous result	Current quarter trend or Quarterly trend if there is no monthly data (Blue=Target, Orange=Actual)
Financial management improvements, closure of Finance Improvement Programme & delivery of key Finance Academy milestones, to improve financial management capabilities across the organisation	RESO 20: No of budget holders attended the Financial Management Budget Workshops (Good to be HIGH)	270 Sep 2020	N/A	N/A	
	RESO 21: Feedback from Members ‘Finance Fundamentals’ workshops (Good to be HIGH)	88%* Sep 2020 <small>*post course questionnaire rated good or very good</small>	N/A	N/A	
	RESO 23: % of Budget Accountability Statements returned	Indicator in development – data expected January 2021			

Financial update

BUDGET MONITORING POSITION – as at Period 6

Performance improvement
 No change
 Reduction in performance

Directorate	Directorate Budget	Full Year Projection (end of M6)	Change since previous period (excl COVID)	Trend Graph	Narrative on change from previous period
Adult Social Care	£383m	-£1.9m Underspend	 -£1.8m		ASC -£1.8m improvement, primarily due to a reduction in funded care package volumes in September.
Public Health	£31m	-£0.2m Underspend			No change
Children, Families and Lifelong Learning	£200m	£10.2m Overspend	 £0.2m		CFL £0.2m - Additional pressures within the High Needs Block/SEND £0.9m offset by reductions in ELLC staffing (£0.2m), Care Leavers (£0.3m) and Quality and Performance (£0.2m).
Environment, Transport & Infrastructure	£134m	£2.2m Overspend			No change
Community Protection	£37m	£0.8m Overspend	 £0.1m		The forecast overspend primarily relates to Coroners costs, which have marginally increased since month 5.
Community & Transformation	£16m	-£0.5m Underspend			No change

This will provide the committee with a summarised view of the full monthly budget monitoring report which is presented to cabinet. Should members of the Resources & Performance Select Committee require more information they should refer to that full budget monitoring report.

BUDGET MONITORING POSITION – as at Period 6

Performance improvement
 No change
 Reduction in performance

Directorate	Directorate Budget	Full Year Projection (end of M6)	Change since previous period (excl COVID)	Trend Graph	Narrative on change from previous period
Strategy & Commissioning	£56m	-£1m Underspend			No change
HR & Communications	£8m	On Budget			No change
Deputy CEX	£2m	On Budget			No change
Resources	£74m	£0.5m Overspend	 £0.2m		Resources £0.2m – Land & Property (£0.2m)- staffing pressure offset by reduced spend on utilities and printing due to agile working
Central Income & Expenditure	£81m	-£2m Underspend			No change
DIRECTORATE POSITION	£1,022m	£8.2m Overspend	 -£1.2m		
Central Funding	-£1,022m	-£4.7m Underspend			No change
TOTAL COUNCIL POSITION	£0	£3.5m Overspend	 -£1.2m		

Page 65

This will provide the committee with a summarised view of the full monthly budget monitoring report which is presented to cabinet. Should members of the Resources & Performance Select Committee require more information they should refer to that full budget monitoring report.

Efficiency Programme – as at Month 6

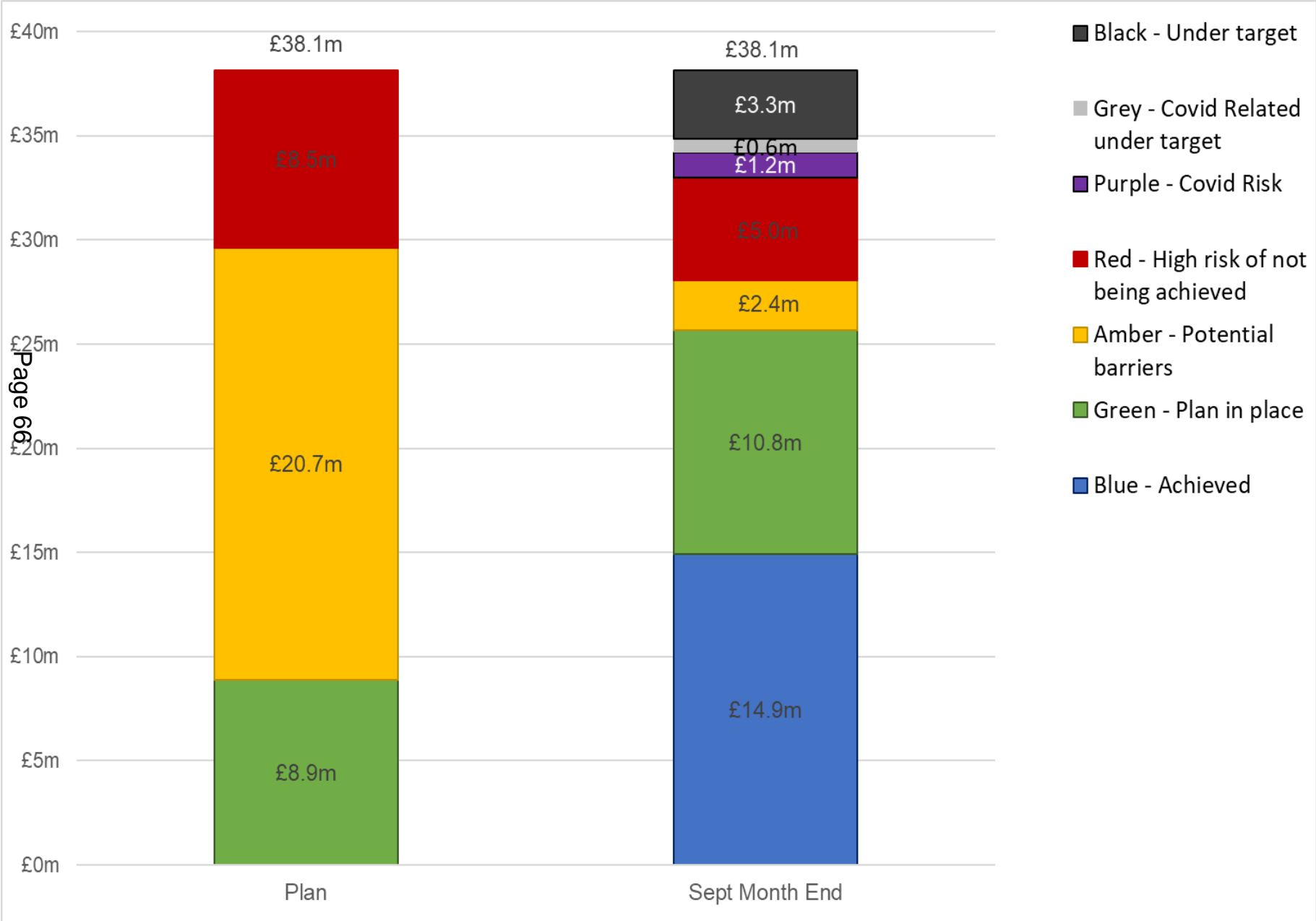
At M6, of the total £38.1m efficiency programme £3.9m are currently projected to be unachievable (black or grey):

-£1.5m of ETI efficiencies are delayed or un-achieved: bus lane enforcement has been delayed to 21/22; changes to the treatment of the parking surplus are not now expected to happen; waste reductions have been impacted by Covid19; and conversion of street lights to LED is proceeding but contract changes were initially delayed

- £0.4m of efficiencies in Orbis have been flagged as unachievable due to CV-19.

- £2m undeliverable from joint placement reviews with health

- Any non-achievement of efficiencies within ASC is forecast to be mitigated by over-achievement against efficiencies for Learning Disabilities / Autism.



Transformation programme updates

Programme	Exec Director/ Cabinet Member	Look back (March-September 2020)	Look ahead (October 2020-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at September 2020)	To be delivered by April 2021 (position statements)	£m	£m
Libraries and Culture	Cab Member: Julie Iles Exec Director: Marie Snelling	<p>Workforce culture change planned & designed.</p> <p>CILIP designed Library Apprenticeships recruited to support libraries workforce development</p> <p>Digital workstream has accelerated, and digitally enabled co-design (discovery and engagement) is being actively explored. Reviews of arts and heritage have not started.</p>	<ul style="list-style-type: none"> ✓ Should the co-design process with staff, public and partners to redesign library services have identified straightforward easy to develop ideas for meeting current and emerging needs these will be in the pilot phase. ✓ More significant, longer term proposals will have been identified along with a plan established for testing and scaling up ✓ Workforce re-modelling will be completed ✓ Membership of British Library Living Knowledge Network Partnership 	0.75	0.8
Empowering Communities (Prev. Working Differently with Communities)	Cab Member: Denise Turner-Stewart Exec Director: Marie Snelling	<p>Close collaboration with communities and VCS has continued through the COVID-19 response, and the programme is being refreshed to align with the refreshed organisation strategy and the goals to empower communities and address health inequalities</p>	<ul style="list-style-type: none"> ✓ Initial implementation of the Local Community Networks (LCNs) model with partners in some areas of the county, with plans to extend more widely ✓ Successful launch of first funding round for community schemes through the Community Projects Fund ✓ Other community-focused initiatives implemented, with partners, targeting those areas where health outcomes are poorer 	0.03	n/a
Customer Exp	Cab Member: Zully Grant-Duff Exec Director: Marie Snelling	<p>Projects being carefully prioritised around continuing COVID-19 response work e.g. local contact tracing via Community Helpline. Learners' SPA (Single Point of Access) successfully implemented in July. EU web accessibility project a current priority.</p>	<ul style="list-style-type: none"> ✓ Customer Services will continue to extend its front line customer service offer in high volume / priority areas and will implement digital enablers e.g. webchat and chatbots to support customers to successfully self-serve and prevent unnecessary telephone enquiries ✓ During this period Customer Services will implement its agile working model and improve current telephony and digital platforms. 	0.32	0.29
SEND Transformation	Cab Member: Julie Iles Exec Director: Liz Mills	<p>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.</p>	<ul style="list-style-type: none"> ✓ The programme of essential activity to improve business as usual across Local Authority SEND operations will be significantly progressed, 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. 	2.51	5.1

Programme	Exec Director/ Cabinet Member	Look back (March-September 2020)	Look ahead (October 2020-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at September 2020)	To be delivered by April 2021 (position statements)	£m	£m
ASC Practice Improvement	Cab Member: Sinead Mooney Exec Director: Simon White	Strength Based Practice roll-out across Reablement, Mental Health and Learning Disabilities & Autism underway. New Personal Assistant rate for Direct Payment recipients continues. Operational improvements to Reablement continue to progress well. Localised plans for improving Reviewing performance in development.	<ul style="list-style-type: none"> ✓ A skilled workforce promoting people's independence and wellbeing, by adopting a strengths based approach across the whole of Adult Social Care. ✓ 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. 	2.13	6.2
Learning Disabilities and Autism	Exec Director: Simon White Cab Member: Sinead Mooney	A single service with two area teams and permanent management structure in place. Duty and safeguarding functions developed. Plans for improving reviews performance being implemented. Move on team, targeting cases with potential to move to independent living in early stages of operation.	<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 outcomes for them. ✓ Delivering initiatives providing the right interventions to increase the number of people in independent living. 	0.62	7.4
Emotional Wellbeing and Mental Health	Cab Member: Sinead Mooney Exec Director: Simon White	Procurement of EWMH 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). 	0.27	n/a
Family Resilience – Youth Offer and No Wrong Door	Cab Member: Mary Lewis Exec Director: Jacquie Burke	The Youth Offer project has moved into implementation. 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. ✓ Pathways and procedures for children's journey through the No Wrong Door service will be further developed and consulted on 	1.19	2.4

Programme	Exec Director/ Cabinet Member	Look back (March-September 2020)	Look ahead (October 2020-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at September 2020)	To be delivered by April 2021 (position statements)	£m	£m
Adult Mental Health	Cab Member: Sinead Mooney Exec Director: Simon White	Establishment of the hospital discharge team has been achieved, and agreement reached in principle for the mental health re-structure.	<ul style="list-style-type: none"> ✓ Restructure of Mental Health, including implementation of recommendations from the service models review. ✓ Hospital Discharge and Mental Health Duty teams to be made permanent. ✓ Enabling Independence service to be aligned with the wider Reablement review. ✓ Review of Older Adults team within Mental Health structure. ✓ Targeted reviews to be undertaken with a view to embedding SBA & best practice. 	0.35	0.68
Enabling You with Technology (prev. TEC component of ASC-PI)	Cab Member: Sinead Mooney Exec Director: Simon White	Consultancy brought onboard to investigate current state of technology care offer and design possible offer going forward. Findings and recommendations are currently being presented to key stakeholders and work is in progress to plan next steps	<ul style="list-style-type: none"> ✓ A pilot delivered in partnership with Mole Valley will commence in January 2021 to trial embedding technology as a key consideration when supporting people coming out of hospital into the reablement pathway. ✓ Community of Practice to be set up for Technology Enabled Care comprising of stakeholders from District and Borough Councils, Voluntary Sector Groups, SCC staff and Private Sector Organisations in this sector to share information and ideas. 	0.07	tbc
Accommodation with Care and Support	Cab Member: Sinead Mooney Exec Director: Simon White	<p>Extra Care Housing Pond Meadow Extra Care Housing evaluation process ongoing. Routes to market agreed for Pinehurst and Brockhurst. A further two sites for Extra Care Housing are being presented to Cabinet with route to market approval.</p> <p>Supported Independent Living <i>Move On Project:</i> 18 residents found homes in existing Supported Independent Living accommodation. Residents being sought for 13 vacant units that can now be filled following relaxation of C19 restrictions. <i>Deliver a programme of deregistration:</i> Work has resumed with 7 providers to deregister 13 residential care homes and adjust model of care and support to Supported Independent Living.</p>	<p>Extra Care Housing</p> <ul style="list-style-type: none"> ✓ Contract awarded for Extra Care Housing provider to deliver Pond Meadow scheme identified through Invitation to Tender. ✓ Publish the Invitation to Tender for a further four Extra Care Housing schemes and contracted awarded for all schemes by the end of Q1 2021/22. <ul style="list-style-type: none"> ✓ Pinehurst and Brockhurst – contract award pre April 2021/22 ✓ Salisbury Road and Lakeside – contract award timescales to be agreed ✓ Identify and agree routes to market for further sites identified for Extra Care Housing schemes. <p>Supported Independent Living</p> <ul style="list-style-type: none"> ✓ Continue delivering the <i>Move On Project</i> and <i>Programme of Deregistration</i> <p>Market Development</p> <ul style="list-style-type: none"> ✓ Committees in Common report in December seeking approval for the Procurement Framework. ✓ Market development day on our Shared Lives Strategy in Winter 2020/21 to help us develop a wider marketplace in early 2021. 	0.62	0.8

Programme	Cabinet Member / Exec. Sponsor	Look back (March-September 2020)	Look ahead (October 2020-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at September 2020)	To be delivered by April 2021 (position statements)	£m	£m
Preparing for Adulthood	Cab Member: Sinead Mooney Exec Director: Simon White	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. ✓ Increase in placements relating to life skills or employment pathways. 	0.73	n/a
Domestic Abuse	Cab Member: Mary Lewis / Sinead Mooney Exec Director: Jacquie Burke	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. 	0.07	n/a
ASC Market Management	Cab Member: Sinead Mooney Exec Director: Simon White	Phase 1 of the programme is heading towards BAU transition, Joint Central Placements Team implemented.	<ul style="list-style-type: none"> ✓ Market Position Statements (MPS)- Revised MPS covering all ASC categories enabling providers to deliver care services that Surrey clients need. ✓ Fees & Uplifts - Application of robust fees and uplift strategy that provides care at the most economic rate. ✓ Joint Central Placement Team with capacity to serve all ASC categories – building on the implementation of the JCPT for COVID-19 discharges and focus on Older People to fully develop and implement an Improved integrated provision of service. 	0.25	n/a

Programme	Exec Director/ Cab Member	Look back (March-September 2020)	Look ahead (October 2020-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at September 2020)	To be delivered by April 2021 (position statements)	£m	£m
Countryside	Cab Member: Natalie Bramhall Exec Director: Katie Stewart	First phase market research complete for families, findings being used to develop future site plans. Second phase research underway focused on disabilities and areas of deprivation. Newlands Corner design proposals complete. Work initiated with property to review existing events booking processes, and review broader estate. Rebranding developed.	<ul style="list-style-type: none"> ✓ Commercial plan for Norbury Sawmill submitted to Cabinet ✓ Website changes and social media comms to support new branding ✓ Infrastructure improvements (signage, benches tables) ✓ Car Park improvements ✓ Assessment complete of countryside property estate & future use 	0.32	0.13
Creating ETI	Cab Member: Natalie Bramhall Exec Director: Katie Stewart	31ten consultancy commissioned to develop blueprint for future directorate. Vision and outcomes agreed with ETI DLT, and work initiated on culture and agile working.	<ul style="list-style-type: none"> ✓ Development programme as identified can be delivered and changes to some working practices can be implemented and built on learning from the COVID response. ✓ New structure in place and new roles built into MTFS. 	0.10	n/a
Climate Change	Cab Member: Natalie Bramhall Exec Director: Katie Stewart	Microsite live. Meetings taken place with Environment Cabinet members and officer leads at 9 of 11 D&Bs looking at joint working opportunities. Reigate & Banstead and C2C LEP have endorsed SCC Climate Strategy. Green Homes Local Authority Delivery (GHLAD) consortium bid has been submitted.	<ul style="list-style-type: none"> ✓ Projects developed for the Government's £1B Public Sector retrofit fund ✓ 2nd Design Challenge ✓ Solar PV Business Case ✓ Draft Renewable Energy Strategy ✓ Climate Change training for officers and members embedded 	0.46	n/a
Rethinking Transport	Cab Member: Matt Furniss Exec Director: Katie Stewart	EV charging assessment complete, recommendation to establish working group with D&Bs to be presented to members. Rescoping for a pilot relating to active travel in schools agreed with LGA. Revised Business Case for EV buses approved. Future bus network considerations and proposed next steps prepared for CLT.	<ul style="list-style-type: none"> ✓ Draft Local Transport Plan delivered ✓ 4 Local Cycling & Walking Plans delivered (additional 6 to be delivered 2021-2023) ✓ Active travel in schools pilot delivered 	0.61	0.87
Rethinking Waste	Cab Member: Natalie Bramhall Exec Director: Katie Stewart	New Programme Manager onboarded and work started on plan and options for re-procurement. Second resource due to start in November focused on behaviour change and partnership working. Commissioning Strategy approach approved by Cabinet.	<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 ✓ New CRC booking system launched ✓ Automatic number plate recognition cameras at CRCs 	0.17	n/a

Programme	Exec Director/ Cab Member	Look back (March-September 2020)	Look ahead (October 2020-April 2021)	20/21 Costs	20/21 Efficiencies
		Summary comments (as at September 2020)	To be delivered by April 2021 (position statements)	£m	£m
Highways Re-procurement	Cab Member: Matt Furniss Exec Director: Katie Stewart	Procurement strategy prepared for Cabinet. OJEU notice issued.	✓ Negotiation commenced with suppliers.	0.41	n/a
Community Protection & Fire	Cab Member: Denise Turner-Stewart Exec Director: Steve Owen-Hughes	Phase 1 delivered, and assurance complete for Brunel to start Phase 2. Statement of Assurance agreed with Cabinet Member and published on website. Covid themed inspection carried out. Health & Safety review complete. New workstream established and funding allocated for Coronial service.	<ul style="list-style-type: none"> ✓ Themed Fire inspection November 2020 ✓ Coroners service review completed ✓ Key resources recruited for Coroners workstream ✓ Plan established for Coroners workstream ✓ Business case explored regarding new body storage facility (final proposal to be prepared May 2021) 	0.91	1.5
Being more Entrepreneurial	Cab Member: Mel Few Exec Director: Katie Stewart	Programme brief & approach for innovation capability agreed with CLT. Business Case agreed for HR traded services to schools, and second paper drafted to propose a broader unification of how SCC sells and markets school traded services. Innovation workshop held and opportunities being reviewed and classified for further development. Shared pipeline established with commercial finance.	<ul style="list-style-type: none"> ✓ Priority focus areas agreed with CLT Jan 2020 ✓ Business cases developed for agreed initiatives 	0.10	0.3
Economic Growth	Cab Member: Colin Kemp Exec Director: Michael Coughlin	Consultation completed for new structure to deliver Economic Growth ambitions. 10 year ambitions for Economic Growth shared with CLT.	<ul style="list-style-type: none"> ✓ New structure delivered ✓ Underpinning plans to support ambitions drafted 	0.04	n/a

Programme	Exec Director/ Cab Member	Look back (March-September 2020)	Look ahead (October 2020-April 2021)	Costs	Efficiencies
		Summary comments (as at September 2020)	To be delivered by April 2021 (position statements)	£m	£m
DB&I (Digital Business & Insights)	Cab Member: Zully Grant-Duff Exec Director: Leigh Whitehouse	ERP preferred bidder appointed. Business Analysis work commenced 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 	n/a	n/a
Digital	Cab Member: Zully Grant-Duff Exec Director: Leigh Whitehouse	Strong capabilities are now built. Improved alignment with People and Place Portfolios with progress on a number of key projects such as TEC (Tech Enabled Care)	<ul style="list-style-type: none"> ✓ Deliver a number of outcome driven / improvement digital programmes ✓ 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 	4.54	n/a
Agile (WF)	Cab Member: Zully Grant-Duff Exec Director: Leigh Whitehouse	Accelerated by C-19. All IT projects reviewed. Use HROD “Our Conversation” findings to inform wider approach. Forms a key part of the AOP programme (see below)	<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 	1.27	n/a
Land & Property	Cab Member: Mel Few Exec Director: Leigh Whitehouse	Transformation work is in start up while implementation of an Integrated Workplace Management System is in planning. Aligning property technology with IT&D. Forms a key part of the AOP programme (see below)	<ul style="list-style-type: none"> ✓ Implementation of new data management system underway ✓ Culture change embedding ✓ Corporate landlord model implemented 	0.5	n/a

Programme	Exec Director/ Cab Member	Look back (March-September 2020)	Look ahead (October 2020-April 2021)	Costs	Efficiencies
		Summary comments (as at September 2020)	To be delivered by April 2021 (position statements)	£m	£m
Data Insights	Cab Member: Zully Grant-Duff Exec Director: Rachel Crossley	Outline Business Case developed and approved. Moving to next phase of detailed design.	<ul style="list-style-type: none"> ✓ The Data Insights programme will build the foundations of this capability across the whole organisation, so that officers and councillors have the data they need in order to make more effective decisions ✓ The programme has five sub-objectives each of which will have its own workstream. The workstreams are; Evidence Base, Resident Insight, Partnership Data Analytics, Social Research & Evaluation and Advanced Analytics Skills. ✓ Champion research and engagement to promote the voice and contributions of residents, with a focus on reducing inequality, ensuring no one is left behind ✓ Objectively analysing the right data and evidence to understand where we need to improve, providing new insight to drive service (re)design 	0.22	n/a
Resources Directorate Improvement Programme	Cab Member: Zully Grant-Duff/Mel Few Exec Director: Leigh Whitehouse	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 policies to support front line services ✓ Clear plans for automation and exploitation of new ERP system 	n/a	n/a
Agile Organisation Programme (AOP)	Cab Member: Zully Grant-Duff Exec Director: Leigh Whitehouse	Replaced the MCTR programme and brings together key elements, of digital, L&P, HR workforce and agile technical elements, this new programme will be delivered in two phases, with the first being the move out of County Hall and setting up the Civic Heart in Woodhatch by end of 2020 and second about longer term ways of working for staff	<ul style="list-style-type: none"> ✓ Move all teams out of County Hall and relocate to suitable alternative office space ✓ Provide L&P with space requirements data that informs the Property Capital Strategy ✓ Continue to enable staff to work remotely and effectively ✓ Link to revised organisational and workforce strategies to drive modern and effective ways of working ✓ Change management of processes/IT/Leadership/working styles in wider deployment across SCC 	0.54	n/a

This page is intentionally left blank