Flexible Use of Capital Receipts

This annex sets out the Transformation Programmes which may require flexible use of capital receipts as part of rephasing allocations originally agreed by Council in February 2020.

Big Delivery Programmes

Programme Name	Programme Summary	Investment (£m)	Efficiencies (£m)
Accommodation with Care and Support	Increase the availability of different types of accommodation with care and support to provide residents with improved quality of life and a greater sense of independence.	£0.8	£5.7
Care Pathways	A front door where people are supported quickly, discharge to assess is embedded and reablement provides short term interventions for all – strengthened by a skilled workforce and community prevention.	£0.9	£7.2
Adult Social Care (ASC) Market Management	Strengthen market management and placements across ASC so that it is intelligent and co-ordinated, resulting in increased cost predictability and value for money, with stronger relationships.	£0.2	£5.3
Adults with Learning Disabilities and Autism	Increase independent living for adults with learning disabilities and autism and improve access to care and support, employment, life skills and friendship groups.	£0.9	£5.1
Integrating Adult Mental Health	Improve mental health and care by combining services and integrating the approach to mental health with physical health and social wellbeing. Establish a strengths-based approach that promotes independence.	£0.1	£0.2
Enabling You with Technology	Develop a universal digital telehealth and technology enabled care offer for people with eligible social care needs and self-funding Surrey residents, including a responder service.	£0.3	tbc
Preparing for Adulthood	Develop an enhanced Transitions service and pathways, so that young people between the ages of 16 and 25 are supported effectively and develop independence in preparation for adulthood.	£0.8	tbc

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Big Delivery Programmes (continued)

Programme Name	Programme Summary	Investment (£m)	Efficiencies (£m)
Special Educational Needs and / or Disabilities	Strengthen the partnership system across health, local authorities and education to provide a financially-sustainable service and ensure children with special educational needs and disabilities receive high-quality support.	£2.0	£29.9
Placement Value and Outcomes / Family Resilience	Increase the provision of local, in-county support for young people with special educational needs and disabilities to improve outcomes and provide value for money.	£2.4	£11.8
Libraries and Cultural Services	Deliver a broad range of modern library and cultural services, reducing net cost and increasing impact. Modern libraries will be centred around wellbeing, with libraries as social hubs, cultural centres, learning hubs and economic enablers.	£0.7	£1.7
Community Protection	Transform community protection services so they better protect residents, provide value for money and focus on prevention.	£0.9	£0.5
Rethinking Transport	Develop an improved, more accessible and environmentally sustainable transport network by reducing journeys, increasing use of public and active transport modes, and developing a zero emission vehicle option.	£0.7	£1.0
Rethinking Waste	Create new infrastructure and working collaboratively with districts and boroughs to make efficiencies and reduce the production of waste, maximise recycling and reuse and minimise the use of landfill.	£0.3	£0.5
Total		**£11.0**	**£68.9**

Organisational Strategy Priorities

Programme	Programme Summary	Investment (£m)	Efficiencies (£m)
Economy and Growth	Secure Surrey's position as an economic leader by working alongside all partners to shape and achieve "good growth" for Surrey; creating great places for people to live, work, learn and enjoy.	£0.2	n/a
Greener Futures	Deliver a number of projects to achieve the council's vision of being a zero carbon and resilient county by 2050. Initiatives include education, encouraging sustainable planning & development and supporting an environmentally friendly economy.	£0.6	n/a
Empowering Communities	Empower communities by handing more powers and resources directly to them, designing the services we provide locally with them, and making it easier for everyone to play an active role in the decisions that will shape Surrey's future.	£0.4	n/a
Health and Social Care Integration	Transform health and social care so people can fulfil their potential, lead healthy lives and have good mental health and emotional wellbeing.	£1.2	tbc
Becoming More Entrepreneurial	Equip the council to be more creative, innovative, and entrepreneurial to help protect and invest in vital services by making better use of our assets, opening up new services to residents, ensuring good value for taxpayers and sustainable services for future generations to use.	£0.3	£1.4
Domestic Abuse	Transform our domestic abuse system through an integrated delivery model with partners to deliver the best outcomes for those affected by domestic abuse.	£0.5	n/a
Countryside Enhancement	Realise the commercial potential for the countryside estate in order to make it financially sustainable and encourage residents to use our open spaces more regularly.	£0.4	£0.1
Highways Re-procurement	Find the right contract partner to support the council's strategic ambitions in areas such as Climate Change, Digital Connectivity and Social Value Contribution as well as drive innovation and improvement in delivery of services for residents.	£0.2	n/a
Total		**£3.8**	**£1.5**

New Operating Model (future reform)

Programme	Programme Summary	Investment (£m)	Efficiencies (£m)
Agile Organisation Programme	Create the framework and structure necessary for realising the council's ambitions of becoming a truly agile organisation, including a move to a new Civic Heart in Surrey.	n/a#	n/a
Customer Experience	Make people's experience of dealing with the council quicker, easier and better by shaping a new relationship with our customers, managing their enquiries in a more efficient, proactive and connected way and increasing our use of digital self-serve technologies.	£0.6	£0.2
Digital	Realise the council's ambitious digital strategy by transforming how our organisation operates, interacts with customers and delivers services to meet the demands and needs of a digital society.	£2.3	tbc
Agile Workforce	Equip staff to work flexibly and almost anywhere constraints which will in turn maximise efficient use of the council's property portfolio and reducing unproductive time for all employees.	£2.1	tbc
Data Insights	Improve data collation and analysis across the organisation in order to improve service design and delivery and improve outcomes for residents.	£0.4	n/a
Land and Property	Improving the effectiveness, efficiency and commercialisation of the Land and Property function to ensure it supports service delivery to residents and organisational objectives for the council.	£0.5	tbc
Resources Improvement Prog.	Drive improvements to ways of working and embed a business partnering culture across the resources directorate.	£0	n/a
Evaluate In-House Services (ASC)	Evaluate the future of in-house provision in line with the council's strategy for accommodation with care and support, better meeting needs, complexity and improving value for money.	£0.3	£4.6
Creating ETI	Reimagine and transform the ETI (Environment, Transport and Infrastructure) directorate so that it encompasses the vision, outcomes, culture and capabilities that enable the delivery of the council's place ambitions.	£0.1	n/a
Total		**£6.3m**	**£4.8m**

This programme is not funded through Transformation Programme but is part of the Flexible Use of Capital Receipts Strategy

Notes

1. The investment and efficiency figures stated relate specifically to allocations of transformation funding and the efficiencies linked to this from 2021/22-2025/26 - 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

2. Those programmes with "tbc" for efficiencies are expected to identify future efficiency proposals as they progress through the year. Those programmes with "n/a" for efficiencies will be delivering priority outcomes and / or supporting cost containment and other listed efficiencies (rather than delivering specific additional direct efficiencies)

3. The Moving Closer to Residents (MCTR) Project, was approved by Council in December 2019. In February 2020, £5.6m of capital receipts were allocated to fund revenue expenditure in the move back into the county. Although the means of achieving the move back into Surrey has changed significantly as a result of the Covid-19 pandemic, the purchase of Woodhatch Place and the Agile Office Programme, the transformational aims of the programme remain and a revenue allocation, funded from receipts is still necessary. The initial allocations were phased over the period to 2021/22 and the remaining £2.4m is still required to successfully complete the ambitions of moving the Council's civic heart back into the county and enable a more agile workforce.

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