



**THE
SURREY
WAY**

Surrey County Council's Approach to Prioritisation and Pipeline Management

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OUR PURPOSE

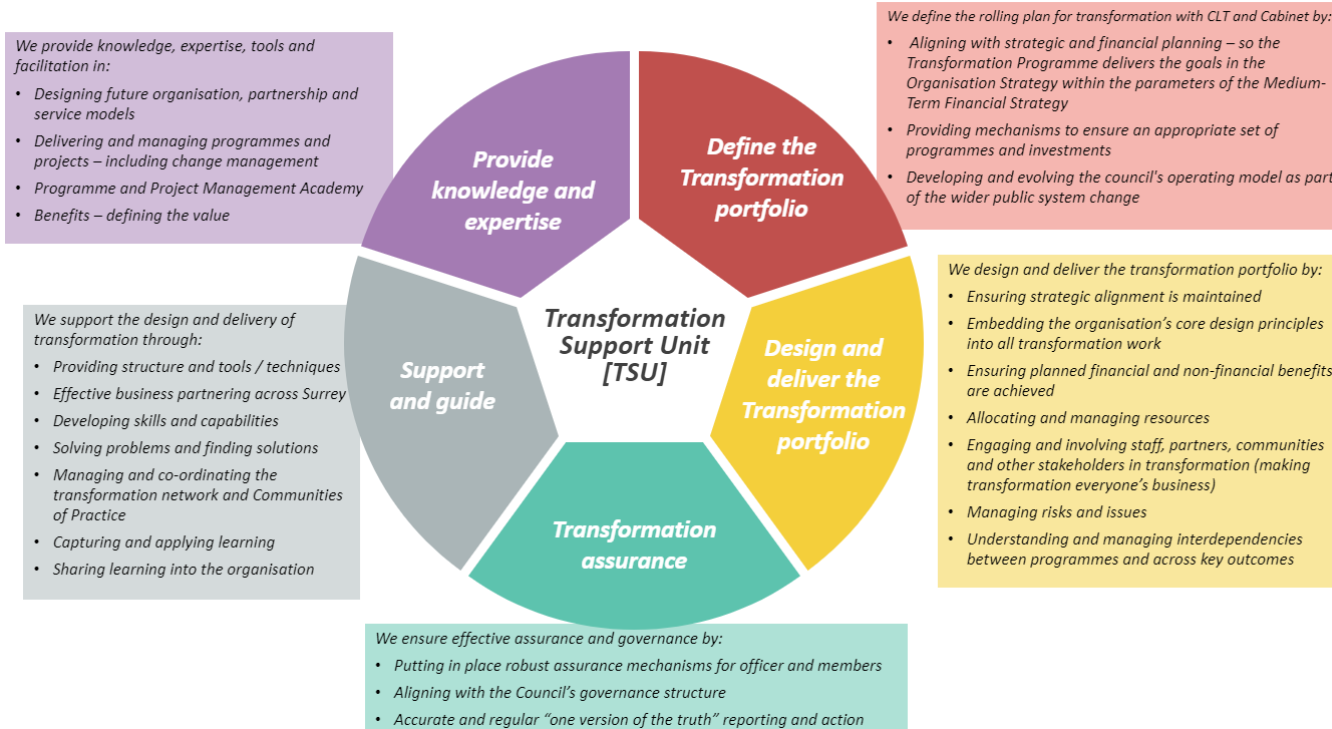
OUR PEOPLE

OUR ORGANISATION

Transformation Support Unit - Offer

The Transformation Support Unit's purpose is to:

Provide programme management expertise to support the delivery of programmes that realise positive outcomes and benefits for the council. These can be financial efficiencies that support delivery of a financially sustainable budget, or service transformation that improves outcomes for residents.



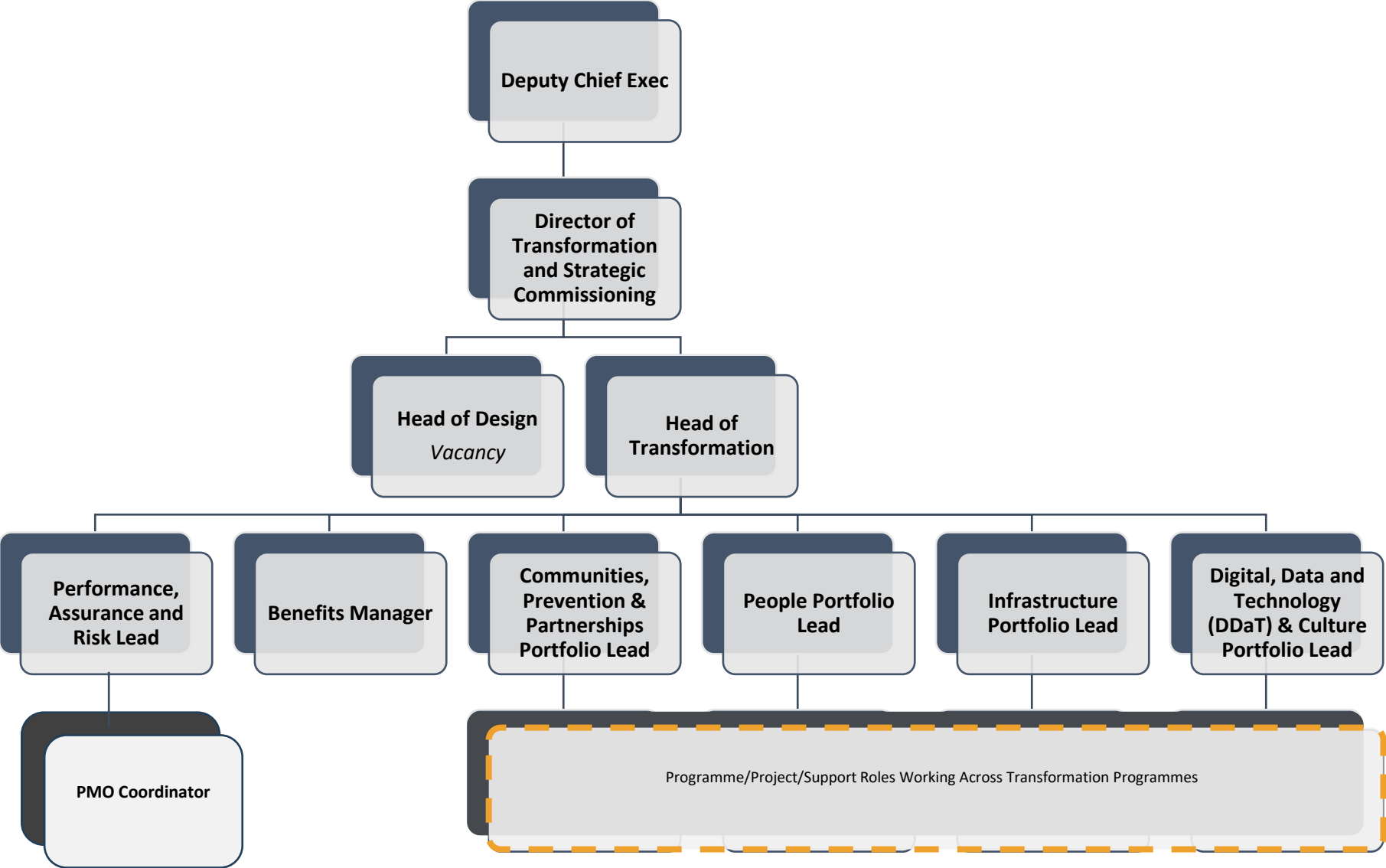
Programme Development

- Constructive challenge
- Programme design and delivery
- Unblocking of obstacles
- Access to funding and resource
- Effective governance
- Reporting tools & templates
- Benefits management & evaluation
- Portfolio reporting and escalation

Personal Development

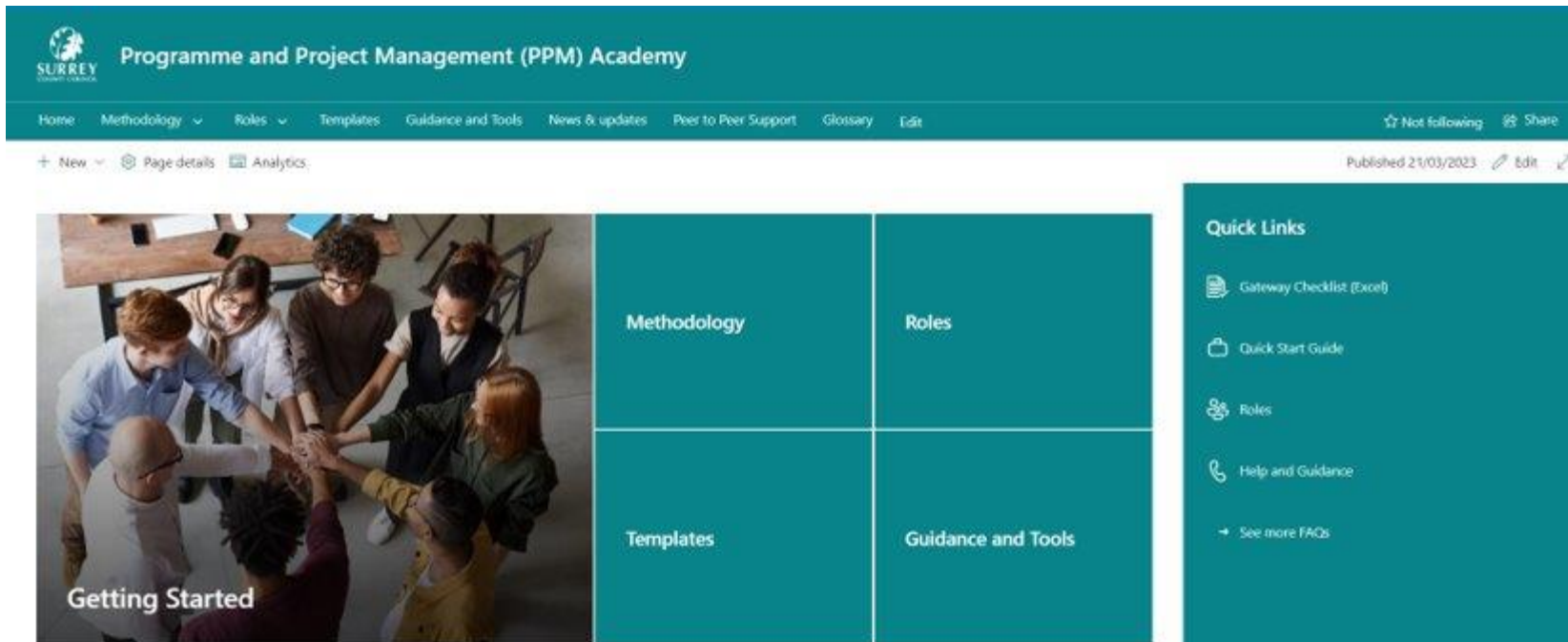
- Advice & support
- Training courses – benefits management, managing programmes the 'Surrey Way'
- Internal development opportunities
- Transformation Networking opportunities

Transformation Structure Chart



Programme and Project Management Academy

- The PPM Academy was launched following review in 2021, bringing in a new consistent approach for Programme and Project Management across Surrey, there have been ongoing improvements since the launch.
- Tools, templates and guidance available to support change professionals across the organisation
- Programme and Project Management training to be rolled out shortly:
 - Delivering Successful Projects and Programmes at Surrey (All staff working in Programme or Project roles to attend)
 - Sponsoring Successful Projects and Programmes at Surrey (All of Extended Leadership Forum to attend)

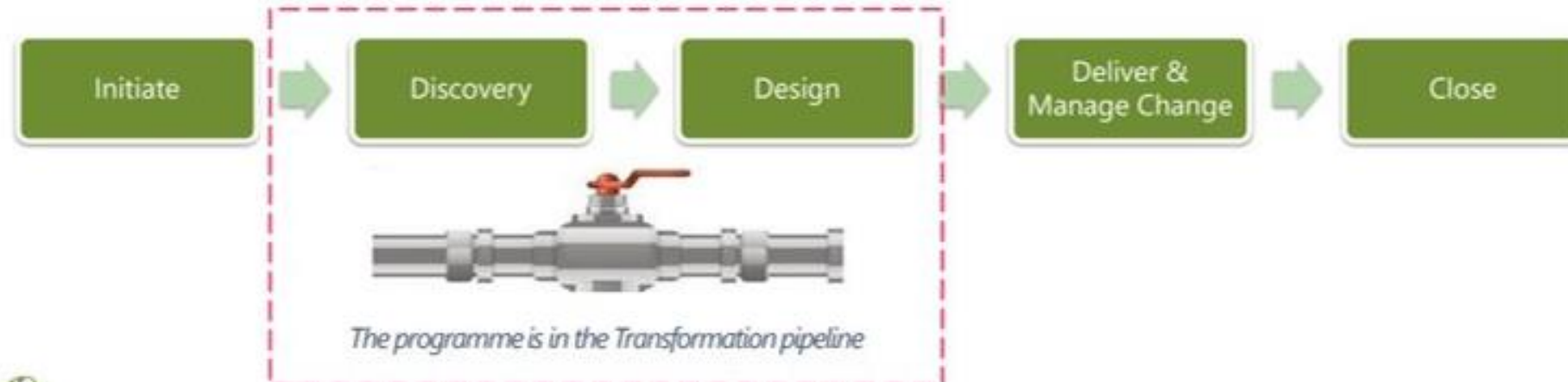


The screenshot shows the homepage of the Programme and Project Management (PPM) Academy. The header is teal with the Surrey County Council logo and the title 'Programme and Project Management (PPM) Academy'. A navigation menu includes Home, Methodology, Roles, Templates, Guidance and Tools, News & updates, Peer to Peer Support, Glossary, and Edit. There are also options for 'Not following' and 'Share'. Below the header, there are links for '+ New', 'Page details', and 'Analytics'. The main content area features a large image of a group of people in a meeting, with the text 'Getting Started' overlaid. To the right of the image is a grid of four teal boxes labeled 'Methodology', 'Roles', 'Templates', and 'Guidance and Tools'. Further right is a 'Quick Links' section with icons and text for 'Gateway Checklist (Excel)', 'Quick Start Guide', 'Roles', 'Help and Guidance', and 'See more FAQs'. The page is published on 21/03/2023.

■ The transformation pipeline

The pipeline forms the *Discover* and *Design* phases of the PPM framework. This is because it may be determined that a programme is not suitable for further investment pending submission of a full business case ahead of the *Deliver* phase. The pipeline therefore contains programmes that are in the process of confirming their return on investment and benefits. A programme being in the pipeline is not a guarantee that it will always be approved for delivery.

A programme may be added to the pipeline during either of the *Discover* or *Design* phases; however there is a minimum level of programme documentation required to do so.



Transformation Pipeline – approval process

Stage	Requirements	Output
1. Portfolio Lead and relevant Service assess whether an initiative is Transformational	<ul style="list-style-type: none"> Assessment of initiative against Transformational vs. Operational Improvement criteria 	Initiative is taken forward for consideration to enter the pipeline
2. TAB decide whether initiative adheres to the priority criteria	<ul style="list-style-type: none"> Assessment of initiative against priority criteria Programme Mandate Draft Benefits Register 	<ul style="list-style-type: none"> Initiative enters the pipeline Initiative receives seed funding (if specified in programme mandate)
3. TAB decide whether the initiative can move into delivery and receive full funding	<ul style="list-style-type: none"> Full Business Case Completed Benefits Register 	<ul style="list-style-type: none"> Initiative enters Delivery Initiative receives programme funding

Note that while it is envisaged that TAB will make the majority of approvals for stages 2 and 3, there may be circumstances where these decisions can be taken offline, e.g. when a programme requires less than £100k of seed funding, or if action is needed urgently.

Tier 1-True Transformation criteria

All future initiatives that enter the Pipeline or continue beyond 22/23 will be required to align to the criteria below. This can either be one or a combination of the criteria – a determination will ultimately be made by the Leader, Deputy Leader and TSU.

Theme	Criteria	What it isn't
Truly Transformational	<ul style="list-style-type: none"> Radical change will be delivered which transforms the operations and outputs of the service in question, to the extent that it will be using a new operating model. 	<ul style="list-style-type: none"> Changes to an individual team Evolution or continuation of existing/BAU functions Theoretical design work that doesn't have a clear output or benefits (<i>note</i> - such programmes will not leave the pipeline)
Finite Lifecycle	<ul style="list-style-type: none"> Has a clear beginning and an end, ideally of no longer than 3 years. 	<ul style="list-style-type: none"> No clear view as to how long the programme will take to deliver its benefits (anything longer than 3 years is not defined as a programme but rather continuous improvement)
Significant Benefits	<ul style="list-style-type: none"> Delivers excellent financial return vs. investment (2:1) and will achieve significant and tangible non-financial benefits (as approved by the TSU's benefits manager). 	<ul style="list-style-type: none"> Significant investment in initiatives that have no clear view as to what financial or non-financial benefits will be achieved (<i>note</i> - this can be determined during the pipeline phase)

Tier 1 – True Transformation criteria

Theme	Criteria	What it isn't
Strategic Priority	<ul style="list-style-type: none"> Significantly contributes to a strategic priority – to the extent that realisation of that priority will be severely impacted if the initiative is not taken forward. 	<ul style="list-style-type: none"> Loose or tenuous link to a priority – one that has been 'retrofitted' to the initiative Support for a priority that is not the main ambition of the programme – an unintended benefit
Prevention of Failure	<ul style="list-style-type: none"> Intervention required to prevent a service from delivery failure, to the extent that the status quo would cost the council significant money or pose a large political risk. 	<ul style="list-style-type: none"> Continuous improvement Changes and efficiencies that can otherwise be delivered by current senior management in the service
Significant Opportunity	<ul style="list-style-type: none"> Exploits a significant, unique and time-dependent opportunity that will save the council large amounts of money or fundamentally transform a service, and cannot be realised within existing resource. 	<ul style="list-style-type: none"> A standard grant-funding application Continuous improvement opportunity
Statutory Change	<ul style="list-style-type: none"> Urgent response to statutory changes that requires widespread transformation of a service in order for it to comply with new regulations, with a consequence of non-compliance being government intervention or fines. 	<ul style="list-style-type: none"> Changes that don't require complete transformation of a service

Tier 2 – Service Improvement criteria

Generally, it is the scale of an initiative that distinguishes T1 from T2 programmes.

Tier 2 programmes will be subject to the same criteria as Tier 1, but with the following qualifications (**bold**):

Theme	Criteria	What it isn't
Truly Transformational	<ul style="list-style-type: none"> Radical change will be delivered which transforms the operations and outputs of the critical team in question, to the extent that it will be using a new operating model. 	<ul style="list-style-type: none"> Changes to a non-critical small team Evolution or continuation of existing/BAU functions Theoretical design work that doesn't have a clear output or benefits (<i>note</i> - such programmes will not leave the pipeline)
Finite Lifecycle	<ul style="list-style-type: none"> Has a clear beginning and an end, ideally of no longer than 1-2 years. 	<ul style="list-style-type: none"> No clear view as to how long the programme will take to deliver its benefits A long-term initiative of 3 years+
Significant Benefits	<ul style="list-style-type: none"> Delivers excellent financial return vs. investment (2:1) and will achieve significant and tangible non-financial benefits (as approved by the TSU's benefits manager). Level of investment required is >£200k. 	<ul style="list-style-type: none"> Significant investment in initiatives that have no clear view as what financial or non-financial benefits will be achieved (<i>note</i> - this can be determined during the pipeline phase)

Tier 2 – Service Improvement criteria

Theme	Criteria	What it isn't
Strategic Priority	<ul style="list-style-type: none"> Significantly contributes to a strategic priority – to the extent that realisation of that priority will be severely impacted if the initiative is not taken forward. 	<ul style="list-style-type: none"> Loose or tenuous link to a priority – one that has been 'retrofitted' to the initiative Support for a priority that is not the main ambition of the programme – an unintended benefit
Prevention of Failure	<ul style="list-style-type: none"> Intervention required to prevent a critical team from delivery failure, to the extent that the status quo would cost the council significant money or pose a large political risk. 	<ul style="list-style-type: none"> Changes to a non-critical small team Continuous improvement Changes and efficiencies that can otherwise be delivered by current senior management in the service
Significant Opportunity	<ul style="list-style-type: none"> Exploits a significant, unique and time-dependent opportunity that will save the council large amounts of money or fundamentally transform a service, and cannot be realised within existing resource. 	<ul style="list-style-type: none"> A standard grant-funding application Continuous improvement opportunity
Statutory Change	<ul style="list-style-type: none"> Urgent response to statutory changes that requires transformation of a large team or teams within a service in order for it to comply with new regulations, with a consequence of non-compliance being significant political or reputational risk. 	<ul style="list-style-type: none"> Changes to a non-critical small team Changes that don't require complete transformation of a service

Transformation Pipeline – areas to highlight

Challenges:

Assumption that funding will be approved, increasingly harder to fund pipeline initiatives due to limited funding available therefore there is no guarantee

Documentation completion

What's worked:

The pipeline approach allows us to 'pump prime' transformation initiatives on an ongoing basis, rather than require services to submit individual bids at the same point each year.

Seed funding helps to understand the problem &

Allows for business cases to be fully developed

They can receive seed funding in order to progress Discovery and Design work and ascertain whether the initiative is worth taking forward. However this funding is limited to Programme Manager/Analyst roles to build the business case and/or explore proof of concept.