



Council Overview and Scrutiny Committee
4 March 2014

Digital Transformation Progress Report

Purpose of the report: Policy Development and Review

This report provides an update after 6 months on the progress of the Digital Transformation Programme.

Background:

- At the 11 September 2014 Committee meeting an update on Digital Transformation was given by Lucie Glenday. The recommendation of the Committee was for a “further progress report on digital transformation to be presented in 6 months time.”
- At that meeting the Chief Digital Officer outlined that the concept of the Digital Transformation Programme is to look at ways technology could be used as a platform to improve the council’s direct service delivery and to enable partners to deliver certain services on our behalf.
- The programme is split into two areas, firstly overall programme governance, transformation and cultural change, and secondly a set of exemplar projects identifying initial opportunities where the platform approach can be implemented.
- Chris Millard (IMT Strategy & Architecture Group Manager) has taken the role of Interim Chief Digital Officer for a period of approximately six months, while Lucie Glenday is on Maternity leave.

Progress report highlights:

- Progress has been made in the area of programme governance and digital cultural change, highlights are:
 - Since the September Council Overview and Scrutiny Committee a joint IMT and Digital Strategy has been developed, and agreed by the Council leadership.
 - The Digital Advisory Board had its inaugural meeting on 9th January 2015, hosted by the Government Digital Service and chaired by David McNulty (Surrey County Council CEO). The strategy was discussed in some detail and was endorsed by the external reference group which makes up the board.
 - Digital Principles have been drafted into a set of guiding design principles for reference when developing all new IT solutions. These are summarised in Annex B.
 - Digital Leadership one-day events have been conducted with 60 attendees from the leadership of services across the council.
 - Digital Leadership certificate course started on 7th January 2015 with 26 people attending.

- A Digital Programmes Manager role has been appointed within IMT (from existing budgets) to define and deliver the technical elements of the four digital exemplar programmes
 - Platform Manager positions are being appointed, as secondments or fixed term appointments, within the Business Improvement and Digital Innovation Team (Business Services). These roles will work with council services and partners to identify and plan opportunities for join-up across common business functions. The roles will also take responsibility for the benefits case for any solutions.
- Progress in the last period and plans for the next quarter for the exemplars are outlined in the annex. Some highlights are:
 - For the Customer exemplar a formal Project Initiation Document, Plan and Board have been produced and were agreed with Customer Services, Highways and Transport and IMT on 12th January 2015. Initially we plan to implement a new system for use across the Contact Centre, which will allow them to manage different channel of customer queries (telephone, email, social media, text message) and which will work with our highways services systems.
 - Work has begun on this system and so far basic call logging, Highways transactions, Social Media and manual input channels for new customer contacts have been developed.
 - The first phase of development for Vulnerable Adults Data Platform exemplar has been completed. Focusing on evacuation in the event of flooding or other emergency, this prototype system identifies and locates Vulnerable Adults by consolidating data from multiple systems from both SCC and organisations.
 - A demonstration of both these systems is planned for the Committee.
 - To support the Open data / Transparency agenda, a pilot of a tool for reporting on the Council's corporate plan has been successfully completed. A further pilot has been commissioned for February 2015 involving the publication of Transparency Code and some other datasets via an online Open Data platform.
 - In addition, the Digital Team and IMT have been working together on projects such as the changes to the council's security model (which will support the digital agenda) and the review of SCC's mail and collaboration solutions. Digital is becoming a mainstream part of IMT strategy and delivery, with several digital by default agile developments underway (for example with registrars' online bookings and early years systems.)

Recommendations

- *The committee receives a further progress report on the digital transformation programme in 6 months*

Next steps

See Annex A

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Sources/background papers:

	Quarter Three Activities	Quarter Four Activities
Customer	<ul style="list-style-type: none"> • Documented business processes for both Contact Centre and Highways and Transport • Extended pilot of Contact Centre System (Zendesk) • Development of pilot Helpdesk system • Project Board Established 	<ul style="list-style-type: none"> • Project Initiation Document and Project Plan Signed off by Project Board • Build and configure Multi Channel platform for Contact Centre system • Design and build Integration to Highways system (WMS) • Information governance assurance for Software as a Service (SaaS) design. • Appoint Platform Manager (Customer Interactions)
Vulnerable Adults	<ul style="list-style-type: none"> • Defined Agile development project • Scoped prototype system development via multi-agency workshops • Agreed Minimum Viable Product for an prototype (alpha release) • Procured supplier for development of prototype (Kainos Software Ltd) • Consolidated Social Care, Guildford Borough Council, Mole Valley District Council data. • Appointed Platform Manager (Integrated Care) 	<ul style="list-style-type: none"> • Completed prototype development (alpha) • Scoped next development phase (beta) • Engage further with D&B and Health partners • Agree additional Data Sets for inclusion in Beta Phase • Establish information sharing agreements • Procure development supplier (beta/live) • Begin Beta development cycle
Transport	<ul style="list-style-type: none"> • Hand-Over of existing data collation (electronic and hard-copy) 	<ul style="list-style-type: none"> • New Models of delivery transport workshop • Manual data entry exercise to transform hard copy data • Engage University of Surrey for Data Analysis • Define service transformation opportunities
Data & Knowledge	<ul style="list-style-type: none"> • Launched Digital Leadership Certificate (26 attendees) • Completed Digital Leadership workshops across SCC & Mole Valley District Council (60 attendees) • Complete pilot of Socrata tool for performance reporting on corporate plan • Established requirements for Open Data platform. • Manual data transformation of sample schools admission data in preparations for open data publication • Identified Transparency Code data set owners • Appointed Platform Manager (Knowledge Management) 	<ul style="list-style-type: none"> • Procure and pilot Open Data system • Publish Transparency Code datasets • Transform Transparency Code datasets to Linked Data [5 star] format. • Procure and implement performance reporting tool • Appoint Platform Manager (Data)



Design Principles

Business Principles Supporting;

- Putting the customer of council services at the heart of service design
- Cross-service working and the sharing of information across the council

Data Principles Promoting;

- Protection of personal resident information and sensitive council data
- Reuse of data, avoiding duplication in multiple systems
- Council transparency and development of the local economy by publishing council data

Application Principles Enabling;

- Flexibility of the council systems to change in response to service demands
- Reuse of IT services across the organisation
- Design for self-service by default

Technical Principles Delivering;

- Innovation of IT services through ongoing updates and investment
- Flexible working and user choice of IT services
- Collaborative working with partner organisations