

## **Annexe 1: IT & Digital Service Structure**

### **1. Service Design**

The service was designed to facilitate the aggregation of three council IT functions to create a single, unified IT and Digital department. The aim was to combine this capability in order to drive out cost by delayering, de-duplication of roles and harnessing economies of scale. Whilst retaining a highly tuned focus on the specific strategic and operational priorities of each council and steadily improving the more generic elements of the service such as project delivery, cyber and core infrastructure management.

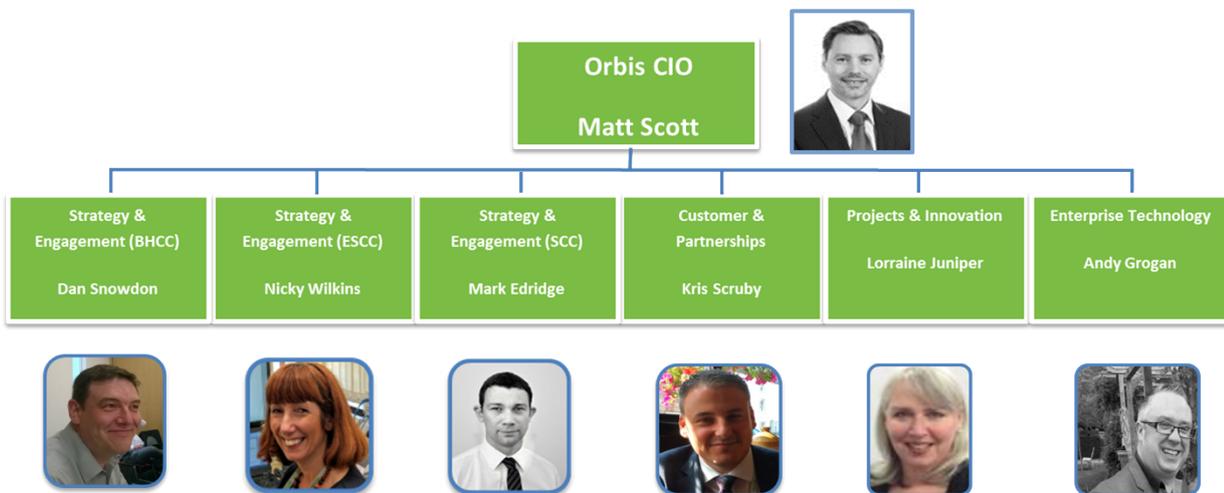
The top level service structure was designed to operate with a single Chief Information Officer, three multi-disciplinary centres of expertise and a strategy and engagement service for each council.

The Chief Information Officer is a partnership role and provides the senior professional leadership to the IT & Digital Service and senior IT and digital domain expertise leadership to the councils within the Orbis partnership.

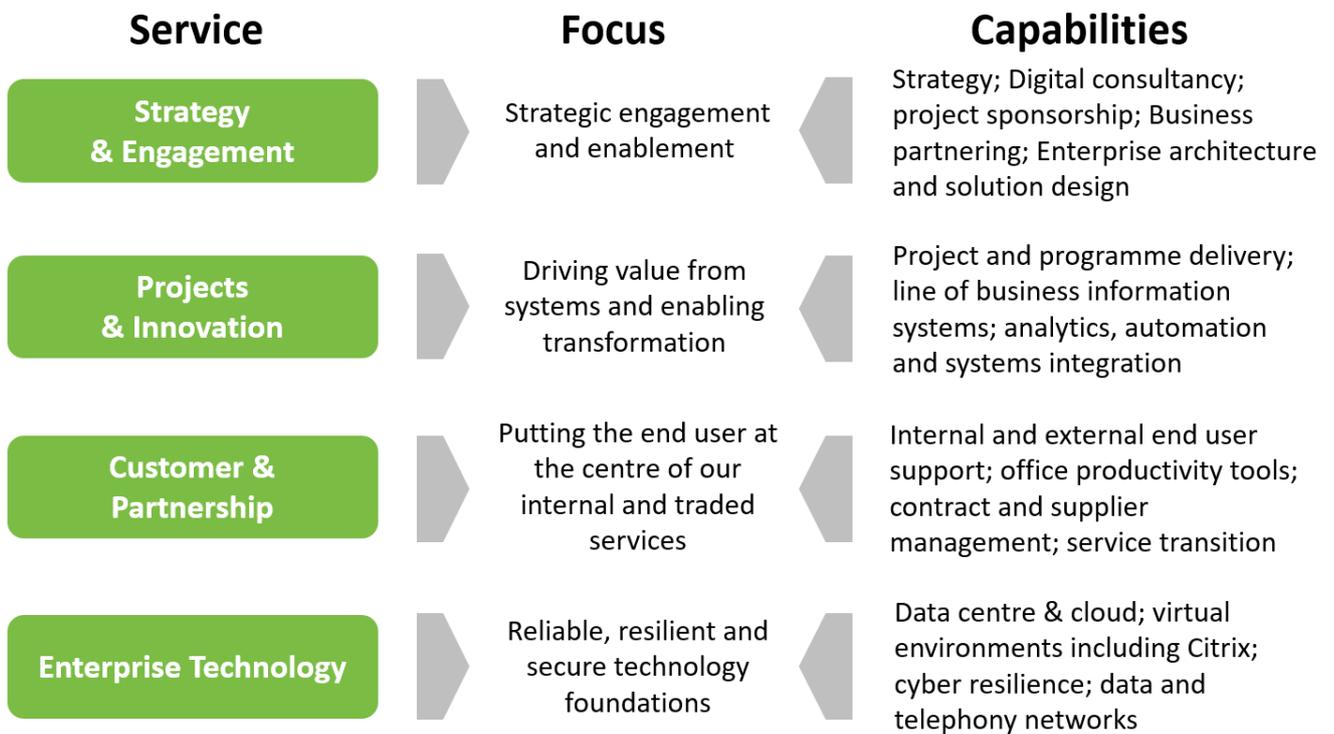
The centres of expertise are led by a partnership head of service their management team, and deliver services to all three councils within Orbis. This integration has enabled the delivery of the savings from the removal of role duplication, assisted in the sharing and application of specialist knowledge and expert practices across the partnership and provided the mechanism to drive service improvement from reshaped and streamlined processes.

The head of strategy and engagement roles and their teams are aligned to a specific council. This structural capability complements the leadership provided by the Chief Information Officer. The inclusion of these roles within the structure provides a council-specific focus that assists in steering the direction of how the IT & Digital service is delivered at each council and managing the individual council technology investment programmes. It is vital to provide this level of council specific focus in order for IT & Digital to continue to operate as part of each council and to continue to meet the changing needs of each council.

## 2. Leadership Team



## 3. Top Level Service Functions



## **Annexe 2: Financial Benefits**

### **1. IT & Digital savings profile**

<b>Orbis Operating Budgets</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Savings	85	1,099	1,552	2,736
Baseline	17,090	17,932	17,289	
% of budget	0.5%	6.1%	9%	16%
Notes:				
1. The baseline figures exclude the BHCC revenue budget element, which was added to the operating budget in 18/19 and not subject to the Orbis business plan savings target. This enables a more meaningful comparison for the three year period and provides a truer reflection of the savings as a percentage of the original baseline.				
2. Baseline figures for 17/18 and 18/19 include adjustments such as inflation and budget virements.				
<b>Managed on Behalf of SCC</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>Total</b>
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>£000</i>
Savings	1,500	346	106	1,952
Baseline	13,961	12,859	12,666	
% of budget	10.7%	2.7%	0.8%	14.0%

1.1 The Operating Budget is used to run the IT & Digital service. This is an aggregated budget constructed from the three council service budgets. The majority of the Operating Budget is staffing costs and the savings are a result of reduction of headcount. Savings are proportioned and allocated to each council in line with the agreed contribution ratios set out within the Inter Authority Agreement.

1.2 The MoBo budget is the “Managed on Behalf of” revenue budget which is meets specific council costs and includes support and maintenance for IT services and systems used by Surrey County Council.

### **2. IT spend benchmark: IT as a percentage of organisational operating expenditure**

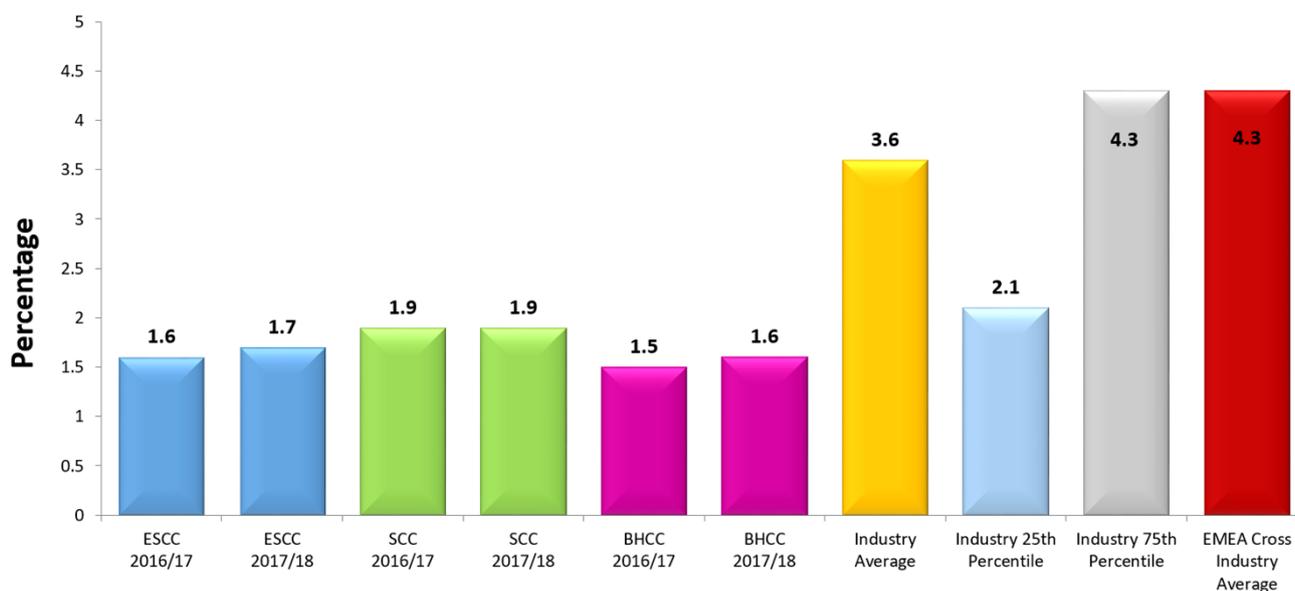
2.1 Gartner is an international IT advisory and consultancy organisation. Gartner benchmarking delivers comparisons of IT performance relative to peer organisations and those considered best-in-class.

2.2 The Gartner Benchmark was used in 2017/18 to assist in taking stock of the IT & Digital financial performance, to assist in ensuring the delivery of a cost-effective and

efficient IT service. The benchmarking cohort consisted of public sector organisations within the EMEA (Europe, the Middle East, and Africa) region.

2.3 As part of the benchmarking findings, it was possible to compare the proportion of IT spend as percentage of spend against the total organisational expenditure. The percentage for Surrey County Council was 1.9% which compares against an industry average of 3.6%.

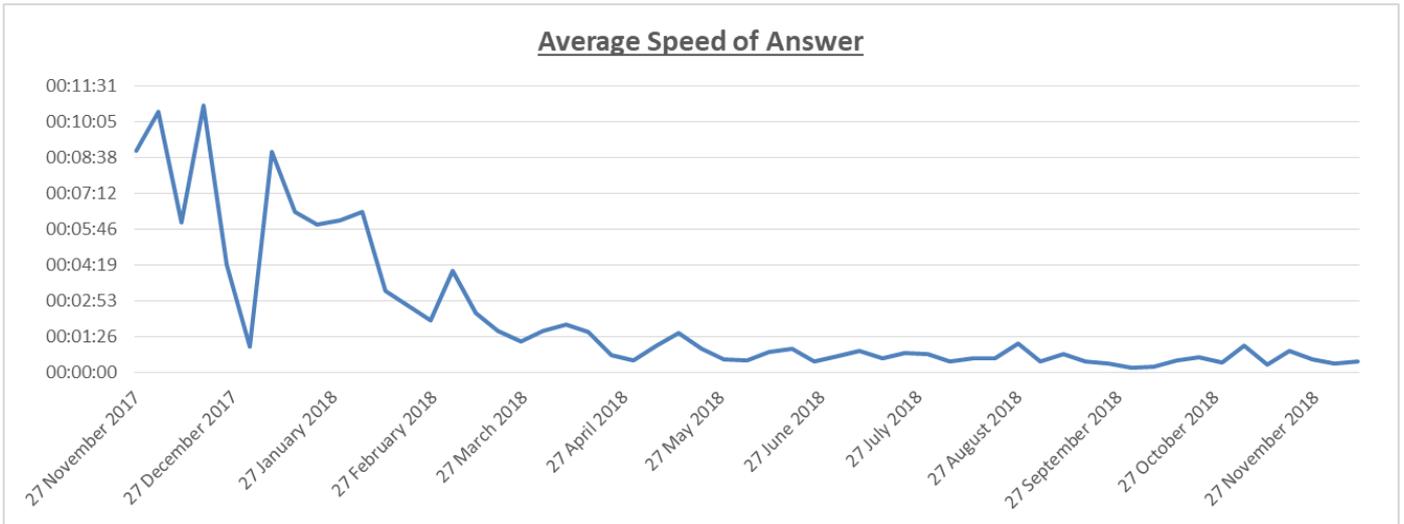
2.4 A graphical summary of the findings is provided in the chart below.



2.5 IT spending as a percent of operating expense is a view of IT investment levels in terms of the role IT plays in overall business spending patterns. Typically, organisations with a greater level of IT investment relative to operating expense, view IT as a strategic enabler and this can improve business performance and productivity levels.

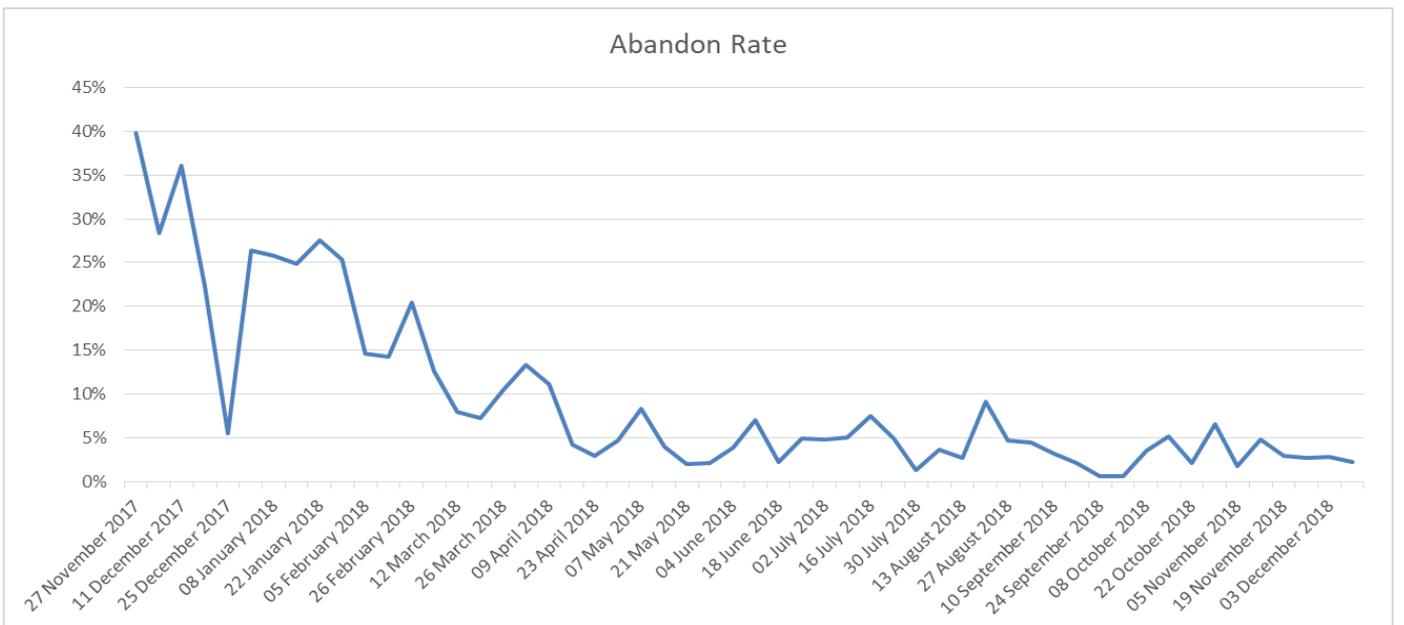
## **Annexe 3: IT Helpdesk Improvement**

### **1. Average Speed of Answer IT & D Service Hub (My Helpdesk IT)**



Since November 2017 we have reduced the amount of time callers will wait to have their call answered, from nearly 11 minutes to under 30 seconds, as of December 2018.

### **2. Abandon Rate IT & D Service Hub (My Helpdesk IT)**



Also since November 2017 the rate of abandoned calls has dropped from 40% to 2%.

## **Annexe 4: Services to Schools web shop**

The Services for Schools web shop project was led and delivered successfully using non-Surrey Orbis resources due to the immediate skills not being present locally. An identical project had been delivered the previous year in Brighton & Hove City Council and so the financial case to use the same resource and repeat the project under the partnership vs. commissioning an external provider was compelling.

Since the platform launch, the Services for Schools web shop has accounted for over £5 million in income for Surrey County Council. Prior to the existence of the web shop platform this sum was not quantifiable as it was recorded across a large number of spreadsheets across the council by individual teams.

### Surrey Services for Schools



Historically Surrey County Council has always produced a paper/pdf document brochure with orders emailed to various teams. The Council had already identified that there was an opportunity to improve relationships with schools and as such had procured the 'SLA Online' package from Frontline Data. However they needed some assistance in getting the system delivered.

Training sessions were arranged with representatives of all traded service teams across the council; data was gathered to ensure that a definitive database of schools and relevant school contacts were loaded into the system; teams were helped to upload information on their services; and information on the new system was sent out to all Surrey schools.

A very short timeline of a matter of weeks was set to get the system up and running in order that academies could begin to order services from the last week in June 2017.

The Orbis IT & Digital Project Manager worked on the project from the 27<sup>th</sup> April 2017 until December 2017, met key stakeholders and kept the urgent project on track. The project manager also provided the role of Services for Schools Manager whilst Simon Griffin, Children Schools and Families recruited the Services for Schools team.

There were cost avoidance savings made from increased efficiency and reduction in duplication for both Schools and central administration using manual entry forms.

Since the launch, the Surrey Services for Schools web portal has taken over £5 million in income for Surrey County Council:

- £1.15m in 2017/18
- £4.3m so far in 2018/19.

To take a look at the new system please visit <http://servicesforschools.surreycc.gov.uk/>

Specific thank you to Orbis IT&D from Surrey CC, below.

30 November 2017 10:20 *“Keith – thanks for offering to support handover and super-users. Much appreciated. Can I also thank you again for your work on this project to date, which has not always been straightforward. Your support has been very much appreciated and I do recognise you have been balancing with commitments elsewhere”* Simon Griffin, Programme Manager, Education in Partnership, Children, Schools & Families Directorate, Surrey County Council

21 June 2017 18:11, *“Dear Keith, I understand from my REMA managers that you have been really helpful and supportive with our REMA offer. Can I take this opportunity to thank you on behalf of the team”* Susie Campbell, Quality Assurance and Professional Standards Development Manager (SEMH and REMA), Children, Schools and Families Directorate

## **Annexe 5: Data Protection Officer**

The General Data Protection Regulation (GDPR) came into force on 25 May 2018. As part of the Regulation there was a requirement to create a Data Protection Officer post.

### What are the tasks of the Data Protection Officer (DPO)?

The following text sets out the tasks performed by the DPO as defined in Article 39 of the GDPR:

- To inform and advise you and your employees about your obligations to comply with the GDPR and other data protection laws;
- To monitor compliance with the GDPR and other data protection laws, and with your data protection policies, including managing internal data protection activities; raising awareness of data protection issues, training staff and conducting internal audits;
- To cooperate with the supervisory authority; and
- To be the first point of contact for supervisory authorities and for individuals whose data is processed (employees, customers etc.).

Source: <https://ico.org.uk/for-organisations/guide-to-the-general-data-protection-regulation-gdpr/accountability-and-governance/data-protection-officers/>

### Value and Impact at Surrey County Council

The following highlights a number of value-adding activities delivered by the Orbis DPO.

- Improved Data Protection Impact Assessment template which is easier for staff to understand and complete and in turn, it is anticipated this will enhance the Council's compliance levels and therefore avoidance of potentially significant fines, compensation claims and associated reputational damage.
- Creation of a Surrey, Brighton & Hove and East Sussex Information Governance Forum enabling support for Information Governance professionals across the Orbis footprint. This forum provides clarity on recommended approaches, interpretation of the law, sharing of experience and delivery of specialist training.
- Initiated a process to ensure all council IT systems handling personal data achieve compliance with GDPR.
- Liaison across support service areas including Procurement and Orbis Public Law. This has enabled robust procedures to be put in place to ensure that contracts meet GDPR/Data Protection compliance standards, and include appropriate measures for handling issues relating to liability.
- Provision of GDPR/Data Protection support for Coroners which was previously not available
- Acting as a key point of contact for the public and the ICO allows issues to be consistently managed and overseen. This allows reduction in issue escalation and potential avoidance of fines/compensation claims.
- Representing the Council at information governance and data intelligence health and social care boards as part of the Surrey Heartlands STP (Sustainability and Transformation Partnership).

## **Annexe 6: IT & Digital Project Portfolio – January 2019**

The IT& Digital project portfolio is currently managed through four thematic programme structures. The programmes and the constituent projects are listed below.

### **Transformation**

- Online/web
- Automation/Artificial Intelligence/Robotics
- Information and insights from data and analytics
- Tech/app enabled new business models
- Tech-enabled services
- Social media
- Mobile Solutions
- Technology Infrastructure
- Culture and Skills
- Information and Knowledge Management

### **Service Improvement**

- Transition of Babcock 4S into Surrey County Council
- Replace EMS (Education Management System)
- Regional Adoption Agency
- iPhone deployment (Children, Families and Learning Directorate)
- EHM system decommissioning

### **Restructure Enabling Programme**

- Office moves (commission new sites / decommission old sites)
- System updates (content regarding staffing structures)
- Device recovery

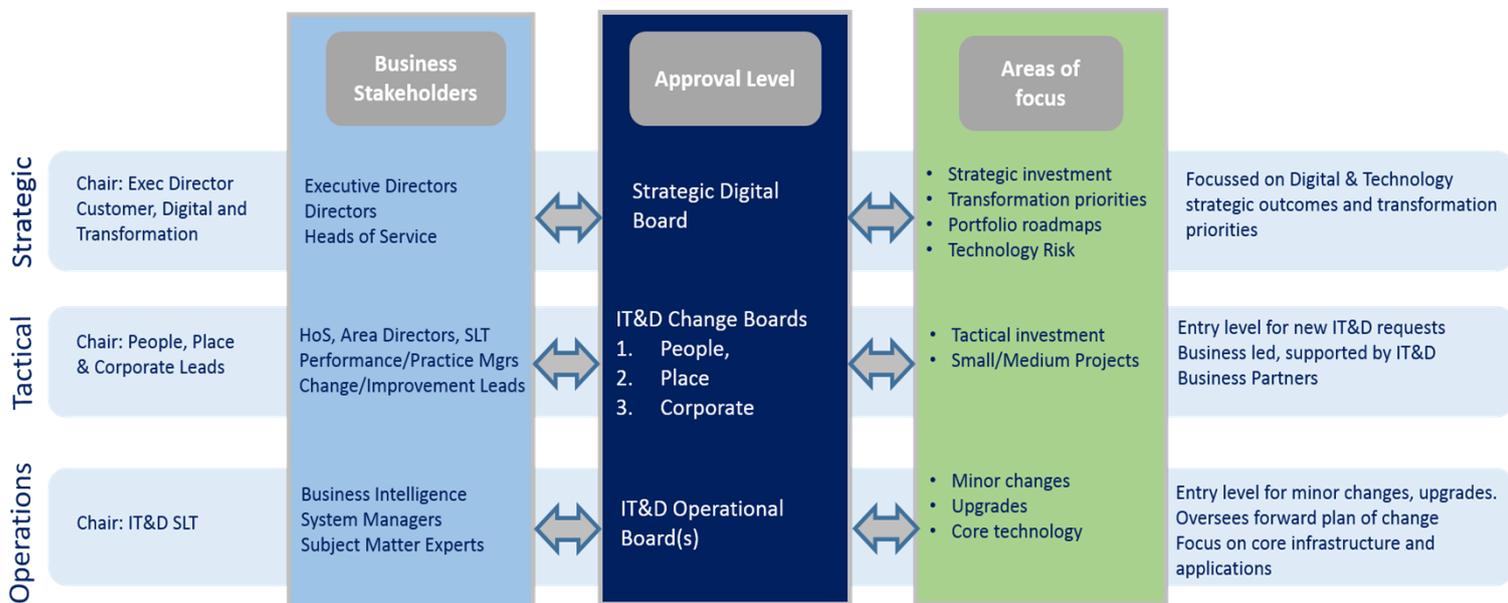
### **Technology**

- Windows 10 laptop replacement
- Core Infrastructure Architecture
- SAP hardware upgrade
- ContrOCC system upgrade

## Annexe 7: IT & Digital Governance Approach

The diagram below illustrates the revised IT governance model approved by the Council Leadership Team on 30 July 2018.

### IT & DIGITAL GOVERNANCE MODEL



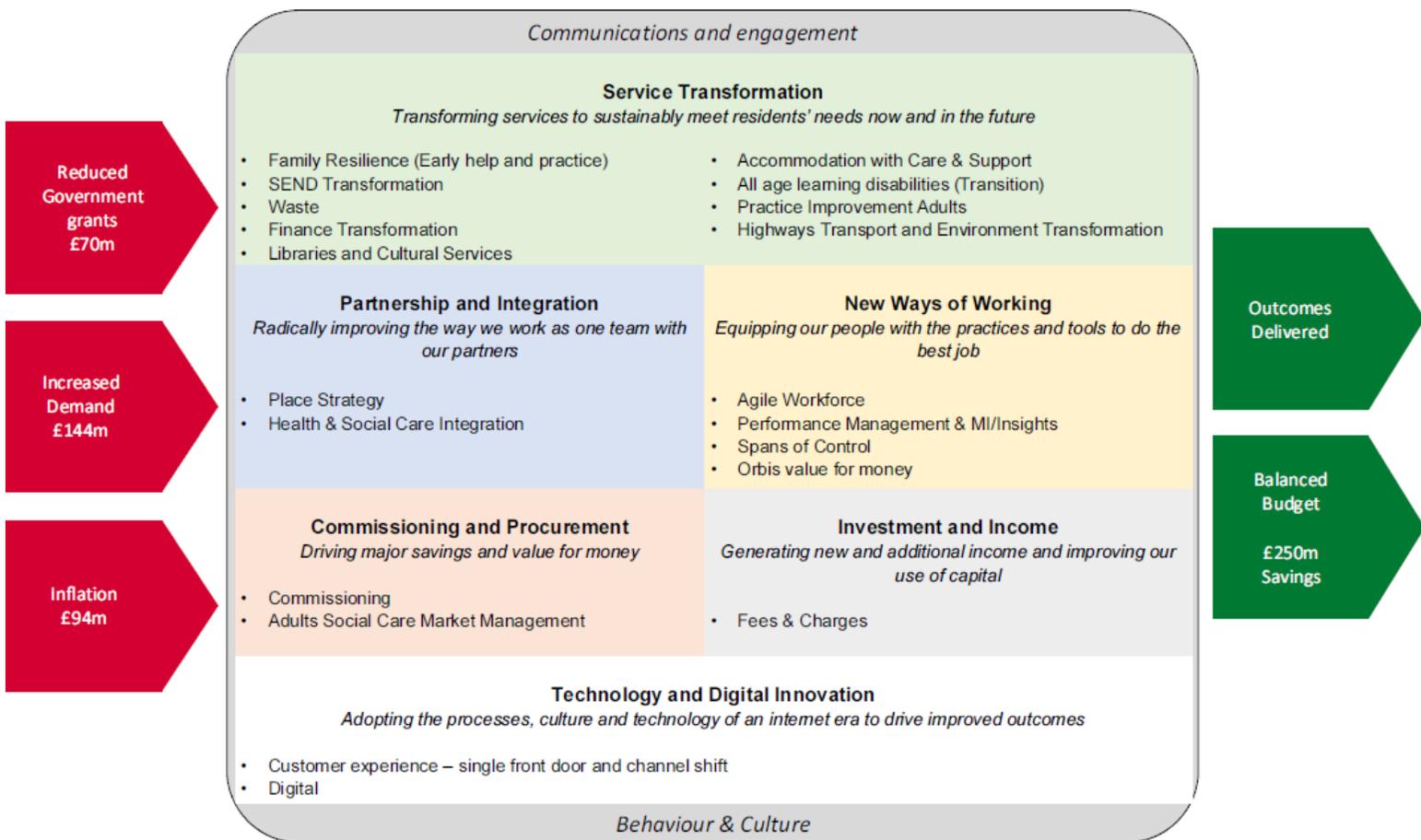
The benefits of new governance approach include:

- Strategic oversight of IT & Digital portfolios with cross-cutting governance
- Consolidated priority and investment decisions
- A structured mechanism for on-going review, refresh of IT / Service engagement strategy
- Alignment of the IT governance to the Digital Transformation programme
- Streamlined and refined administration with the deletion of 8 service technology change boards and establishment of 3 portfolios (People, Place, Corporate)
- Faster delivery through agreed approval thresholds and clear escalation routes.

## Annexe 8: Surrey County Council Transformation Programme Support

Extracts from documents submitted to Surrey County Council meeting 13 November 2018, Item 9 – Annex 3 Full Business Case 2021.

# Programme Plan on a Page - Thematic Areas



# Agile Workforce

(New ways of working)

## What does the change mean?

The ability to work almost anywhere, whenever, wherever, to collaborate and contribute without constraints. The agile workforce project will support; culture change within services, provision of equipment for smarter working, maximising use of property portfolio, reducing unproductive time for staff.

## What will be delivered?

- **Mobile Solutions:** An offer for all staff that enables them to undertake the majority of their work from an appropriate location, relevant to their role
- **Technology Infrastructure:** A core infrastructure that can support a greater proportion of mobile staff
- **Culture and Skills:** Teams are supported to work in an agile working manner by addressing some of the barriers to adopting this practice across; technology skills, property, support, policies
- **Digital Services:** Staff and managers are supported to adopt agile working by digitising procedures and services constrained by location
- **Information and Knowledge Management:** Staff are supported to adopt smarter working through greater amounts of information being available electronically with the ability to collaborate with colleagues in virtual spaces

## Implications

- Will allow improved partnership working and integration
- Goes hand in hand with office space reductions and savings and culture change in the way we work

## Key assumptions

- Benefits are realised by services
- Agile Workforce is key enabler for the property savings and new organisation design
- Reduced future headcount in new organisation design
- Costs for establishing new property IT infrastructure is not included in the business case

## Anticipated benefits & outcomes

- Services have greater capacity to manage demand
- Staff are more productive and effective
- Staff and teams can work from a variety of locations
- New working practices and digitised services
- Formation of multi-disciplinary teams is supported
- Enables the reduction of operating cost in property, organisation design and service overheads across the programme
- Additional savings to be realised by services beyond stated Transformation benefits through expansion of Agile Working (£1m for 2019/20 and a further £1m for 2020/21)

## Outline Plan with key milestones

2018	2019		2020		2021	
H2	H1	H2	H1	H2	H1	H2
	Design					
		Benefit realisation starts			IT Equipment Refresh	
		Delivery				

# Digital

## (Technology & Digital Innovation)

### Why is the change needed?

Adopting the processes, culture and technology of an internet era and introducing new digital capabilities to deliver the various transformation programmes business cases. This will enable service enhancements, cost reduction and improved demand management.

### What will change?

- Establish cross-cutting digital solutions for staff, residents, and partners
- Implement technical solutions identified and co-designed with services which support the realisation of benefits detailed in other transformation business cases
- Exploit opportunities to join-up data, scale solutions and improve sustainability of services
- This will be enabled by developing a number of the capabilities and dimensions of a digital council;  
online/web, automation/Artificial Intelligence/Robotics, Information and insights from data and analytics, Tech/app enabled new business, Tech-enabled services for residents, Social media platforms and content

### Implications

- Co-design with services is fundamental
- Service digital capabilities will be re-used
- Digital platforms will support future service design

### Key assumptions

- Digital is an enabler for other projects
- There is value in automating repetitive processes
- Revenue funding will be available to deploy scalable and supportable technology

### Anticipated Benefits and Outcomes

- Residents have a seamless public service digital experience
- Services benefit from increased capacity
- Real time data insights mean services can manage demand and support residents most at risk
- Enables operating cost reduction from demand management and automation across the programme.
- Additional savings to be realised by services beyond stated Transformation benefits through expansion of digital by design (£1m for 2019/20 and a further £1m for 2020/21 ).

### Outline Plan with key milestones

2018	2019		2020		2021	
H2	H1	H2	H1	H2	H1	H2
	Design		Benefit realisation starts			
	Delivery					

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