

SURREY COUNTY COUNCIL**CABINET****DATE: 31 MARCH 2020****REPORT OF: DR ZULLY GRANT-DUFF, CABINET MEMBER FOR CORPORATE SUPPORT****LEAD OFFICER: MICHAEL COUGHLIN, EXECUTIVE DIRECTOR OF TRANSFORMATION, PARTNERSHIPS AND PROSPERITY****SUBJECT: DIGITAL STRATEGY 2025****SUMMARY OF ISSUE:**

The Digital Strategy 2025 sets out the Council's ambition for digital over the next five years and the direction of the Digital Transformation Programme, including the prioritisation of activity and resource deployment. It forms part of a suite of strategies that will direct the Council service design and delivery to achieve the objectives of the Organisation Strategy 2025.

RECOMMENDATIONS:

It is recommended that:

1. Cabinet approves the Digital Strategy 2025.
2. The Digital Strategy 2025 sets the direction for the Digital Transformation Programme, ensuring that resources deployed on the programme are core contributors to the delivery of the strategy.

REASON FOR RECOMMENDATIONS:

To enable the Council to adopt a consistent approach and level of ambition to the use of digital technology, and to ensure that the Digital Transformation Programme contributes directly to the outcomes described in the Organisation Strategy 2025.

DETAILS:

1. The digital strategy forms part of the suite of strategies that set out how Surrey County Council will deliver the Vision for Surrey 2030. In 2019 the Organisation Strategy 2025 was approved, which highlighted a 'digital revolution' as one of the eight areas of focus for the organisation between now and 2025.
2. In the Council's transformation programme to date, digital has acted as an enabler to unlock efficiencies within services. There has been no consistent organisation-wide vision for how digital can be used to drive transformation and redesign our services and ways of working in order to deliver better outcomes for our residents.

3. This strategy sets out our vision to become a 'living digital' organisation by 2025 by using digital technologies to transform our services and to support our becoming a modern and agile organisation. This vision has been created using feedback from residents, Members and staff.
4. The strategy identifies seven strategic priorities where we will focus investment in digital which align with the Organisation Strategy 2025, Supporting Independence, Tackling Inequality, Investing in Digital Infrastructure, Connecting Communities, Agile Workforce and Empowering Staff. These priorities will provide the direction for the Digital Transformation Programme, ensuring that resources deployed on the programme contribute directly to delivering the Organisation Strategy 2025.
5. A separate digital strategy will be developed for Surrey Heartlands; however, this strategy acknowledges our shared priorities.
6. Significant parts of the strategy will be delivered using a 'lightning sprint' methodology whereby solutions are developed in a rapid and iterative way, using and applying learning to develop and refine solutions. This approach reflects industry best practice and we have been working with our digital partner, Rainmaker Solutions Ltd, to embed this approach within the organisation over the last six months, focusing initially on five opportunity areas (Annex B).
7. Over the last 18 months the Council's IT and Digital Service has been developing many of the infrastructure, systems and device options that will provide the capabilities to deliver the digital strategy. These are already having an impact on resident experience. For example:
 - a. A dashboard for tracking activity, performance and spend on our adult social care clients. We have done this using our integration platform, Del Boomi, which has enabled us to pull data from a variety of disparate case management systems and interfacing it with Tableau, our presentation tool enabling officers to pull together critical information at a touch of a button.
 - b. An automated email management system that uses a robot to upload emails to a task management system, thereby freeing up staff time to undertake higher value tasks and improve the resident experience.
 - c. Bringing together process improvement and a variety of digital technologies to produce an app that enables residents to report potholes using their mobile phones, making the customer experience quicker and more convenient.
8. Successful delivery of the digital strategy is dependent on other factors such as effective connectivity (particularly in our rural areas) and digital skills. The strategy has been developed in consultation with colleagues with expertise in these areas and we will continue to work closely with them in delivery.
9. Delivery of the strategy and realisation of benefits will be managed and tracked as part of the Digital Transformation Programme.

CONSULTATION:

10. The following stakeholders have been engaged throughout the development of the strategy:
 - a. Cabinet Member for Corporate Support

- b. Corporate Leadership Team
- c. Economic Development
- d. HR&OD
- e. Insight, Analytics & Intelligence
- f. Surrey Heartlands, via the Joint Strategic Chief Digital Officer
- g. Transformation Support Unit

11. In addition, the content of the strategy was developed using the outputs of resident and staff surveys.
12. The strategy is due to be considered by the Resources and Performance Select Committee on 23 April 2020.

RISK MANAGEMENT AND IMPLICATIONS:

13. Without this strategy there is a risk that the Council's investment in digital technologies will not be aligned with the Organisation Strategy.

FINANCIAL AND VALUE FOR MONEY IMPLICATIONS

14. There are no direct financial implications. However, the strategy will inform how the investment allocated to the Digital Transformation Programme is deployed (£2.3m for the financial year 2020/21).

SECTION 151 OFFICER COMMENTARY

15. Although significant progress has been made over the last 12 months to improve the Council's financial position, the medium term financial outlook is uncertain as it is heavily dependent on decisions made by Central Government. With no clarity on these beyond 2020/21, our working assumption is that financial resources will continue to be constrained, as they have been for the majority of the past decade. This places an onus on the Council to continue to consider issues of financial sustainability as a priority in order to ensure stable provision of services in the medium term.
16. As such, the Section 151 Officer supports the approval and publication of the Digital Strategy, which will ensure that digital technologies are focused on transforming our services and contributing to the Council's ambitions. Investment in the delivery of the strategy has been allocated from the transformation funding approved by Council, as part of the 20/21 revenue budget. Delivery of the Digital Strategy and realisation of benefits will be managed and tracked as part of the Digital Transformation Programme and will be factored into the Medium Term Financial Strategy.

LEGAL IMPLICATIONS – MONITORING OFFICER

17. There are no legal implications for Cabinet to consider at this stage.

EQUALITIES AND DIVERSITY

18. Equality Impact Assessments will be developed for Digital Transformation Programme and its component projects as required.

WHAT HAPPENS NEXT:

19. The Digital Transformation Programme will be refreshed to ensure it aligns with this strategy. The strategy and programme will be reviewed at regular points to ensure continued alignment with the Organisation Strategy and the effective use of emerging technologies.

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Annexes:

Annex A: Digital Strategy

Annex B: Rainmaker sprints
