# Digital Strategy 2025

Surrey County Council

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# Introduction

## Introduction:

This strategy sets out how our approach to digital will help enable improved outcomes for our residents in Surrey over the next five years. It responds to the Organisation Strategy 2025 which describes the areas the Council needs to focus on between 2020-2025 in order to deliver the 2030 Community Vision for Surrey (see right).

We aspire to be a 'living digital' organization by 2025 and we set out what this means and will look like later in this strategy (see Figure 2). The Strategy itself sets out the priority we will afford to key outcomes enabled by digital and the high-level activity that will deliver them, including the technology, new ways of working and culture change required.

Infrastructure and digital connectivity are key enablers of digital public services and are covered separately in the Economic Development Strategy.

The Surrey County Council Digital and Agile transformation programmes, as well as the Surrey Heartlands Digital Workstream, will provide the robust and disciplined approaches to manage and monitor progress in delivering this strategy. It will be reviewed annually to ensure it remains relevant and up to date with emerging technologies.

**Organisation Strategy 2025:**
- We are being proactive in tackling the climate emergency and will lead by example through a practical and proactive response.
- We will support residents' independence and help them to help themselves and each other within their communities.
- We will make the most of digital technology to change how we work and innovate and improve our services to help Surrey and its residents thrive.
- We will work with residents in every area of Surrey to identify and address causes of inequality, especially in life expectancy.
- We will focus on stronger partnerships with residents, businesses, partners and communities to collectively meet challenges and take opportunities.
- We will speed up plans with partners to join up health and social care by integrating services so residents get more effective, efficient and seamless services.
- We will support the local economy to be strong and resilient, by investing in the infrastructure Surrey needs.
- We will embrace diversity in Surrey to ensure the county is a place full of opportunity for everyone by recognising the benefits of a diverse population

# What is 'digital'?

We recognise that in a digital era, resident expectations are changing and we need to continue to adapt to this. Digital has huge potential to enable us to redesign the services we deliver, how we deliver them and how we operate as an organisation in order to have a positive impact on the lives of our residents in Surrey.

This is summed up in our vision for digital:

### *Digital is our approach to enabling better lives for all*

Technology is the enabler of digital transformation rather than the focus. When combined with data, behaviour change and the right skills and culture it provides the organisational capability and capacity to fundamentally transform how we work and what we do. This requires dynamic change both at council and county level, looking at people, processes, governance and organisation design. It will involve the whole council, including our Members, leaders and wider workforce as well as our partners in order to make it a reality.

For a summary of digital transformation in local government, please see Nesta's report *A Brief Introduction to Digital Government*: https://media.nesta.org.uk/documents/A_Brief_Introduction_to_Digital_Government_v5.pdf

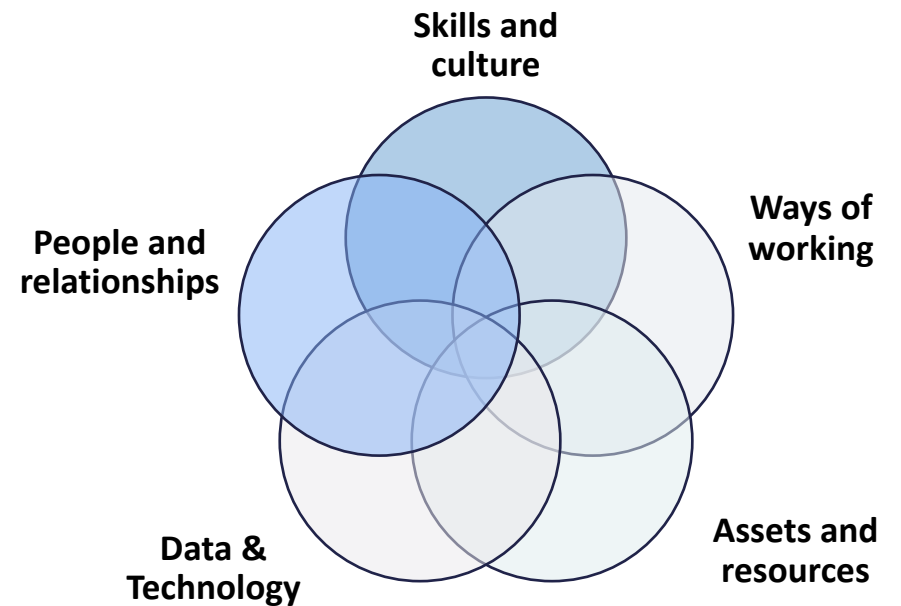To become a truly digital council we need an organisation-wide approach that includes:



Skills and culture

Ways of working

People and relationships

Assets and resources

Data & Technology

Figure 1

What is 'digital'?

**Where are we now?**

**Our Digital Maturity:**

- The majority of our staff have at least basic digital skills, with approximately 40% having more advanced skills. Staff are ambitious for us to transition from 'exploring' to 'living' digital, however they also feel that more support is needed.

- Over the last 18 months we have put in place some of the technology that will provide the foundation of digital capability that can be extended more widely across the organisation. This includes:
  - Integration platform, enabling join up of data from different sources
  - Data management platform, supporting the single view of resident and asset information, automated data analytics and dashboards
  - Robotic automation technology, enabling automation of repetitive tasks to free up staff time
  - Chatbot, smart form, and webchat technology, enabling an improved access to services for residents when they contact the Council online
  - A single resident account that can be deployed across a range of services

- Our county is broadly well connected however we have pockets in rural areas that are less connected. We need to ensure that our approach does not exclude people or businesses in these areas.

- Whilst many of our residents regularly use digital in their day-to-day lives (e.g. social media, messaging apps, online shopping and bookings, etc.) there are also people in Surrey who are not confident using the internet. Our approach to digital must ensure that these groups are not left behind.

- Based on these factors, we have assessed our digital maturity as being at an 'exploring digital' level (See Figure 2).

# Where do we want to get to?

## Our digital ambition

From workshops, interviews and research conducted as part of developing this strategy we know that there is appetite from our residents, partners and staff to become a more digital council. We recognise the huge potential for digital to transform the services we offer, to support the Council's financial sustainability and contribute to the prosperity of the county. Our aim is to be a council 'living' our digital ambitions by 2025 (see Figure 2).

See appendix A, Our Digital Journey, for detailed transition states and success measures.

SCC are here, although there is variability between services

Our ambitions is to be here by 2025

### Exploring Digital

**Residents** access information on services and use self-service to apply, report and pay online. There is some out of hours staff availability.

Tools support communication with **partners** but practice is mostly separate and lacks joined-up information. We publish the data we are required to.

Most **staff** have basic IT skills and use technology to change their working patterns, improving productivity.

The **organisation** makes the best out of the systems it has without changing what it does. New technology is used to address issues and make savings in individual processes.

### Doing Digital

**Residents** use any device to engage with services, track progress and see their information in one place. Some services become proactive using data extensively to understand needs, risks and demand.

We publish non-personal information readily, sharing automatically with health. Tools improve collaboration with **partners and communities**.

**Staff** are freed up from more high volume or manual work. Collaboration and data literacy skills build.

The **organisation** adopts more technology in a planned way investing in ideas proven elsewhere. There is a focus on improving use and management of data.

### Living Digital

Our relationships with **residents** deepen across council services and wider system partners through intelligent tools that support transparency, communication and on demand access to support. Services organise around residents proactively focussing on prevention.

High level collaboration in **Surrey** crosses organisation and geographic boundaries to share skills, resources, assets and experience.

Digital talent and skills are actively developed **Teams** are multi-disciplinary, self-managing.

The **organisation** seeks the best mix of robots, technology and humans. Data is easily available across the wider system unpinning all activity and decisions. Digital is who we are, not just what we do.

Our senior managers say, almost unanimously, we should be ambitious or highly ambitious and be a 'Living Digital' organisation by 2025. This is seen as necessary to meet resident expectations and to keep up with societal changes. Culture, skills, statutory requirements, investment, timescales and risk appetite were seen as key factors to achieve the change.
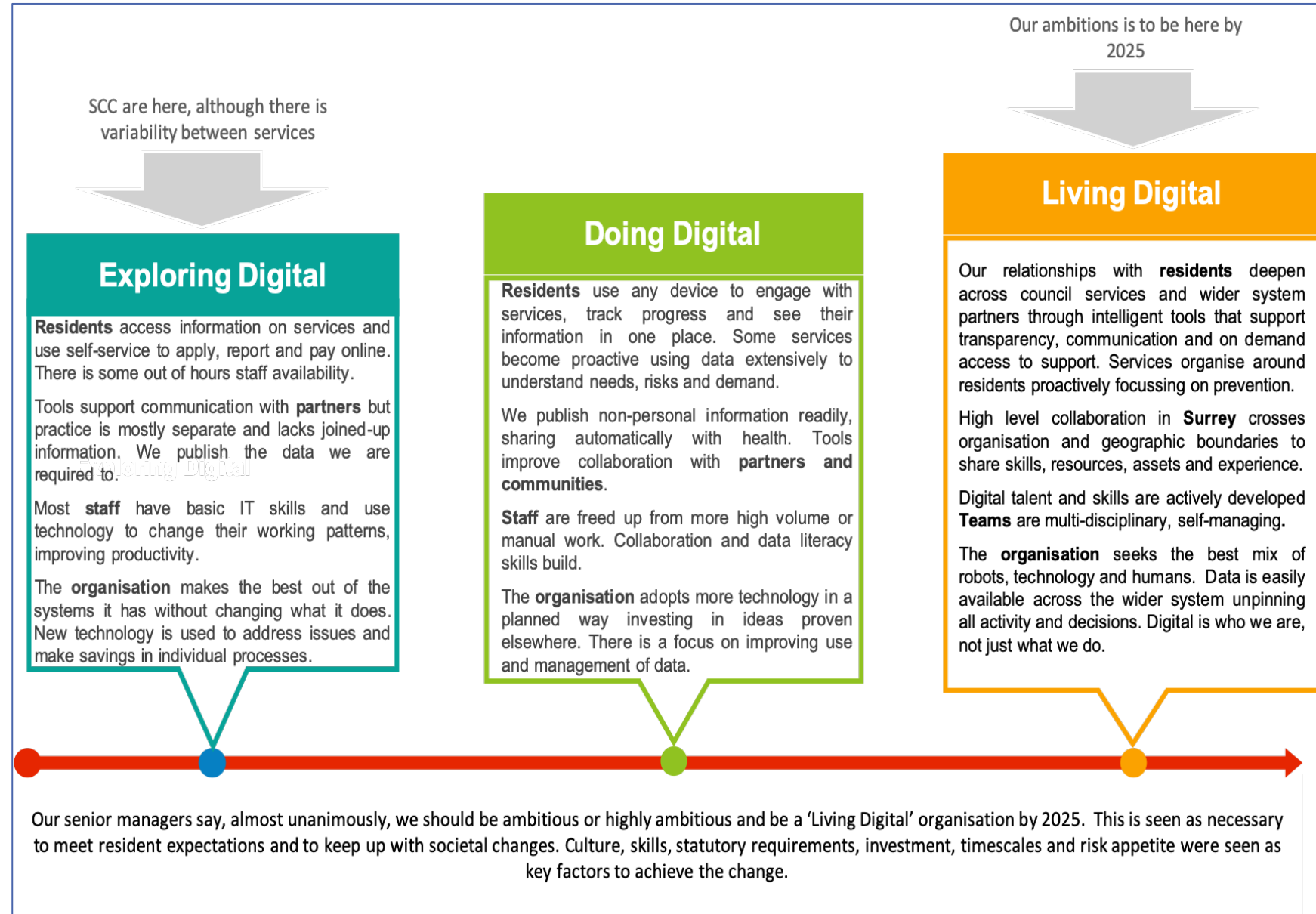
Figure 2

# Digital Strategic Priorities

The following strategic priorities demonstrate the ambitions of the council and the areas where we will focus investment and resource over the next five years in order to support the delivery of the organisation strategy. Mirroring the organisation strategy, these priorities relate to people, place and organisation, with a seventh priority focusing on the data and insight that underpins all three areas.

These priorities are aligned with the strategic priorities of Surrey Heartlands Integrated Care System and whilst we jointly develop the transformation and delivery model across joint areas of social and health care integration, this strategy highlights the core focus areas for transformation.

# Digital Strategic Priorities – People

## 1. Supporting independence

We will work with Surrey Heartlands to use digital technologies to support residents to be independent wherever possible. Transactional services will be easy and quick to access, available 24/7 and provide a seamless experience.

This is a core joint Health and Social Care priority which we are developing integrated solutions to deliver across digital and care pathways.

### Strategic Actions:

- Provide residents with a simple way to manage their information and access a range of online services from the council and its partners in one place.
- Support residents to maintain independence through personal technology in the community.
- Provide greater choice of communication channels to support residents in finding the information or services needed.

## 2. Tackling Inequality

We will make best use of technology and data to understand individual needs and put in place appropriate support. Our approach to digital will be inclusive and with a focus on leaving no one behind.

This strategic priority is well aligned with the outcomes sought by the Surrey Heartlands partnership and to be delivered via the Digital Programme.

### Strategic Actions:

- Establishing a network of digital champions to support and advocate digital services and promote digital skills training opportunities.
- Join-up data with health and other partners to identify vulnerable residents most at risk and in need of support.
- Using digital technologies to identify need at the earliest opportunity and help people to find and manage the right support for themselves or those they care for.

### 3. Investing in digital infrastructure

Working with partners, we will ensure that Surrey is ready to take advantage of the digital capabilities of the future to ensure a strong economy, protecting our environment and tackling the climate emergency.

The implementation of digital infrastructure will create a resilient and high performing digital platform upon which connected devices and advanced telemedicine can be layered to enhance citizen and patient outcomes.

**Strategic Actions:**

- Partner with commercial and/or public organisations to establish county wide digital infrastructure including 5G, ensuring that we take an inclusive approach that does not leave our rural areas behind.
- Explore use of new technologies to create a smart county and help to address our environmental challenges, e.g. developing sustainable transport approaches, smart mobility and energy efficiency.

### 4. Connecting communities

We will take advantage of social technologies that help residents to connect with, contribute to or seek support from their local communities.

**Strategic Actions:**

- Engaging communities through social media tools to involve residents in public services and create community resilience and promote platforms for residents to seek and provide support within their local community.
- Use data to identify needs of our communities early and inform local commissioning.

## 5. Agile workforce

We will create an adaptive and diverse workforce with the ability to work collaboratively with our partners in providing services to residents.

### Strategic Actions:

- Improve partnership working through sharing of data and facilitating effective day to day working practices such as access to connectivity.
- Develop innovation practices and take an agile approach to delivering change.
- Support the development of more flexible job roles and enabling increased multi-disciplinary team working.

## 6. Empowering staff

Staff will be empowered to better serve their communities from the most appropriate place at the most appropriate time. Access to the right information at the right time will enable faster and more effective decision making.

### Strategic Actions:

- We will digitise processes wherever possible to free up staff time and create increased capacity for services to focus on residents as oppose to administrative processes.
- We will support staff to develop their digital skills to make effective use of emerging technologies.
- Empower front line workers with real time information.

## 7. Data and Insight

We will better share data and intelligence across our organisation and with partners, embracing digital technology, data and analytics capabilities to drive insight-led decision making, demand management and behavioural change.

Creating actionable insight across the health and care system is critical to the effective design and delivery of joined up services across service boundaries.

## Strategic Actions:

**People:**
- Align information on services delivered to residents in order to better model our understanding of need, risk and appropriate support.
- Provide access to, update and manage personal information and preferences.

**Place:**
- Develop our understanding of local communities that live and work in Surrey to put them at the heart of all decision making.
- Make non-personal information available through open data for social innovation and benefit.

**Organisation:**
- Use data to understand our workforce and apply digital technologies to engage with and develop staff in more effective ways.

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# Delivering the strategy

**Guiding principles:**

The practical delivery of this Digital Strategy will be supported by our guiding principles, which set out the approach we will take to developing ourselves as a living digital organisation. While they are at one level generic, in the context of this strategy they will be used to guide and assure our approach, rather than dictating it.



**Design with evidence**
Build with facts and data

**It's all about the residents**
They are at the centre of what we do

**Truly collaborate**
Share with and learn from each other

**Celebrate unique**
No-one is the same but everyone is equal

**Purpose focussed**
Understand the 'why' and deliver it

**Prevent rather than cure**
Treat the cause, not the symptom

**Be brave and experiment**
Prototype and take intelligent risks

**Enable people to make a difference**
Make it easy to work with passion

**No workarounds**
Always do the right thing

**Work out loud**
Be transparent and challenge

**Move at pace**
Build momentum and utilise it

Figure 3: Guiding Principles

## Our Approach

*If we want to achieve different results, we need to do things differently.*

Our approach to digital transformation will be:

- Embedded in the governance and plans for the wider transformation of the council.
- Based on established and proven digital design methodology.
- Truly collaborative co-design digital services; involving multi-disciplinary teams of service practitioners, service designers and technology experts.
- Focused on resident outcomes with residents and partners involved in the design as much as possible.
- Adopting investment and financing models appropriate for digital design and delivery.
- Focused on implementing IT components that build towards a common set of technologies, as part of a planned IT architecture, that can be re-used multiple times across different services. This will accelerate the adoption of new tech to support organisation-wide service redesign.
- Service driven and owned with continuous involvement to ensure relevance and deliver change.
- Adaptive, innovative and iterative, being quick to test ideas and learn from successes and mistakes and apply these to future work.
- Use digital development practices such as working out loud and stand-ups to promote the results of digital transformation to other services, creating momentum for change across the organisation.
- Aligned with best practice in relation to digital governance, security and ethics.

**Lightning Sprints**

Delivery of the strategy is also being supported by a 'lightning sprint' methodology, whereby discrete issues and/or services are identified through a process of prioritisation against a set of criteria for intense review and analysis, in order to determine opportunities for the application of digital.

## Enabling technology

To support the delivery of the strategic priorities we need to realise digital capabilities through investing in the technologies outlined in figure 4. To avoid some of the common pitfalls of taking a technology driven approach to digital government (see Nesta report referenced on page 4) we will continue to invest in scalable capabilities that can mature and adapt in line with our ways-of-working.

Figure 5 outlines some of the specific technologies that are being or could be exploited in order to deliver services to our community in a different way. Digital is about more than simply implementing technologies, we will need to develop our organisational capability to take advantage of the opportunity that these advancements present. Our Digital Journey (Appendix A) outlines how we seek to grow our council maturity across; Culture, Skills and Leadership; Working Practices and Processes; Data and Information and Technology.
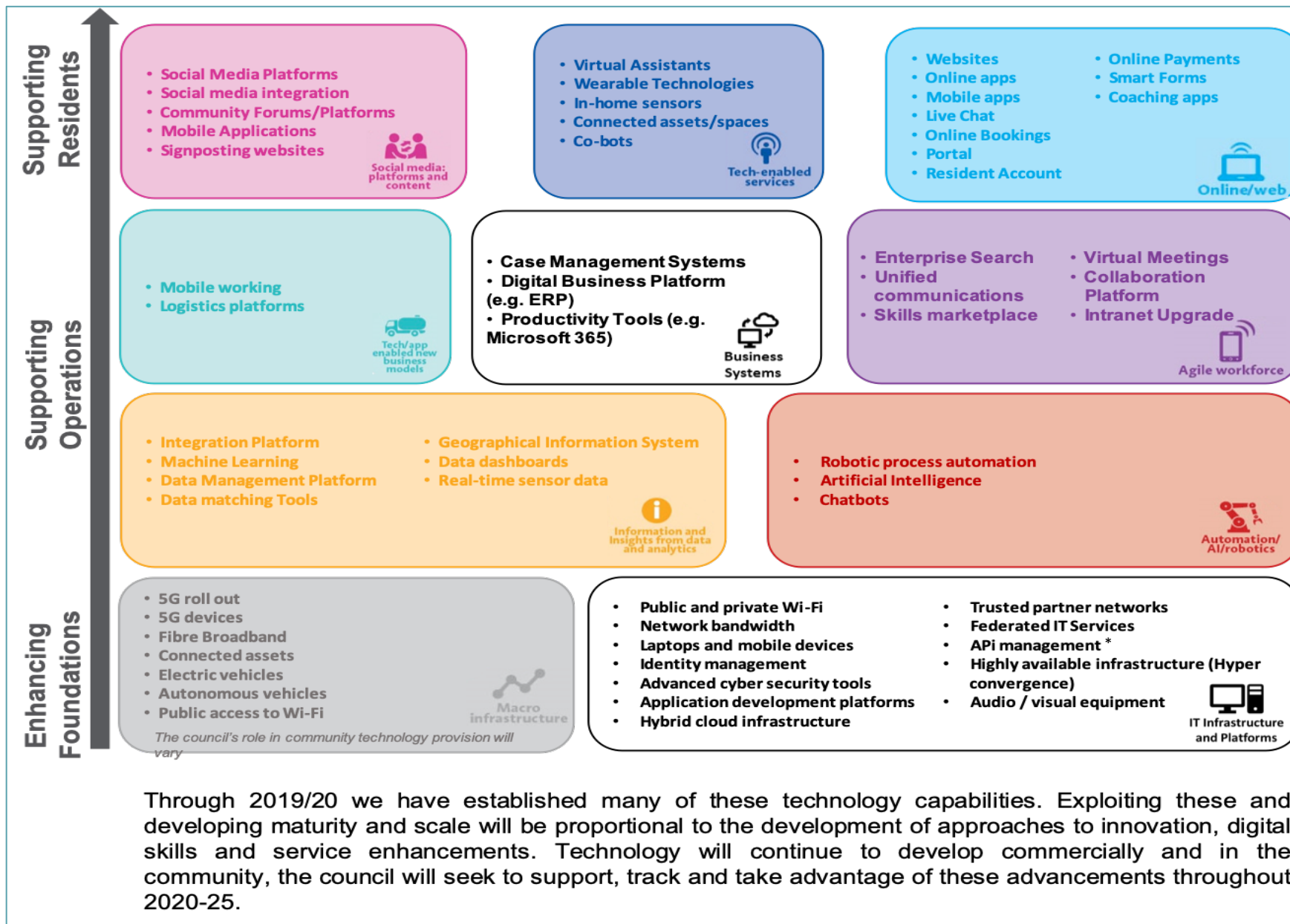
Figure 4: 8 Dimensions of Digital

# Enabling technology



**Supporting Residents**

- Social Media Platforms
- Social media integration
- Community Forums/Platforms
- Mobile Applications
- Signposting websites

*Social media: platforms and content*

- Virtual Assistants
- Wearable Technologies
- In-home sensors
- Connected assets/spaces
- Co-bots

*Tech-enabled services*

- Websites
- Online apps
- Mobile apps
- Live Chat
- Online Bookings
- Portal
- Resident Account
- Online Payments
- Smart Forms
- Coaching apps

*Online/web*

**Supporting Operations**

- Mobile working
- Logistics platforms

*Tech/app enabled new business models*

- Case Management Systems
- Digital Business Platform (e.g. ERP)
- Productivity Tools (e.g. Microsoft 365)

*Business Systems*

- Enterprise Search
- Unified communications
- Skills marketplace
- Virtual Meetings
- Collaboration Platform
- Intranet Upgrade

*Agile workforce*

- Integration Platform
- Machine Learning
- Data Management Platform
- Data matching Tools
- Geographical Information System
- Data dashboards
- Real-time sensor data

*Information and Insights from data and analytics*

- Robotic process automation
- Artificial Intelligence
- Chatbots

*Automation/ AI/robotics*

**Enhancing Foundations**

- 5G roll out
- 5G devices
- Fibre Broadband
- Connected assets
- Electric vehicles
- Autonomous vehicles
- Public access to Wi-Fi

*The council's role in community technology provision will vary*

*Macro infrastructure*

- Public and private Wi-Fi
- Network bandwidth
- Laptops and mobile devices
- Identity management
- Advanced cyber security tools
- Application development platforms
- Hybrid cloud infrastructure
- Trusted partner networks
- Federated IT Services
- APi management *
- Highly available infrastructure (Hyper convergence)
- Audio / visual equipment

*IT Infrastructure and Platforms*

Through 2019/20 we have established many of these technology capabilities. Exploiting these and developing maturity and scale will be proportional to the development of approaches to innovation, digital skills and service enhancements. Technology will continue to develop commercially and in the community, the council will seek to support, track and take advantage of these advancements throughout 2020-25.

Figure 5: Enabling Technology

\***APi** is the acronym for Application Programming Interface, which is a software intermediary that allows two applications to talk to each other. This reduces the need for double entry of data by residents or staff and facilitates sharing of data.

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## Governance

This Digital Strategy forms part of a suite of strategies that will direct the council service design and delivery to achieve the objectives of our Organisation Strategy 2025 and the Community Vision 2030.

- This strategy will provide the direction for the Digital Transformation Programme, which is part of Council-wide Transformation Programme and delivery of the Organisation Strategy 2025 and Vision for Surrey 2030.
- Governance for this strategy will therefore be provided through the Council's existing transformation governance, which includes Member and Officer oversight and scrutiny.
- Delivery of the strategy will be overseen and assured through our Transformation Portfolio, including the Digital and Agile programmes and the Surrey Heartlands Digital workstream.
- The development of the Integrated Transformation Unit will offer assurance and program management across priority health and social programs in line with the design methodology outlined in this document.
- Some components of digital transformation will be delivered by working closely with other SCC services, for example HR for the skills and leadership programmes required (see Our People 2025) and Economic Growth for digital infrastructure (see Economic Development Strategy).
- We will also need to work closely with partners, particularly Surrey Heartlands through the Joint Strategic Chief Digital Officer.

There is a strong interdependency with the IT & Digital portfolio governance to be managed across the People and Place IT Change Boards (see Appendix B for overview). Prioritisation of activity, business change and individual project assurance will be required at the IT Change Boards and the Digital / Agile Programme Boards.



Figure 6: Strategic Context
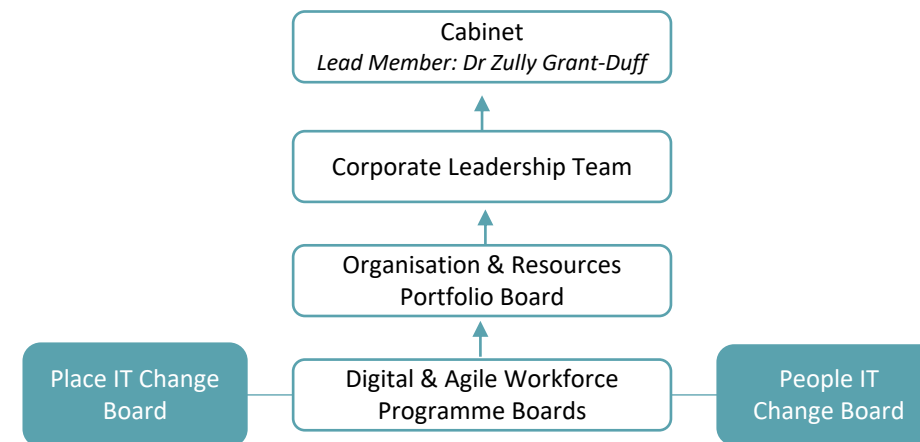


Figure 7: Delivery Governance

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# Appendices

# Our Digital Journey: Transition States & Success Measures

| | | Doing digital by 2022/23 | | Living Digital by 2024/5 | |
|---|---|---|---|---|---|
| | | **Transition state** | **Success measures** | **Transition states** | **Success measures** |
| **Culture, leadership & skills** | | • Digital plays a key role in supporting the ambitions of the council. <br>• Our change approach to delivering digital government is service-driven and is adaptative and iterative to ensure relevance and continuous improvement of solutions. <br>• Staff are supported in their use of technology through a digital skills and adoption programme centred on virtual workplace technology to enhance confidence in agile-working practices. | • *Digital is embedded in directorate business planning.* <br>• *HROD & IT&D network established and roadmap of activity prepared to manage dependencies between Our People 2025 and Digital Strategy e.g. Digital leadership & digital skills.* | • Digital service-design is embedded across council services. <br>• Our approach to service delivery is user-centred and is adaptive and iterative being quick to experiment, test ideas and learn from successes and mistakes. <br>• Staff are empowered and equipped with skills to use technology to deliver and innovate within their roles. Skills are shared across the organisation to deliver outcomes that span multiple services. | • *Senior managers across the organisation use digital design techniques as part of service design, shown through an audit of transformation methodologies used.* <br>• *There is high and comprehensive proficiency in use of digital tools such as data analytics and collaboration across the organisation with IT&D providing technical and professional support.* |
| **Working Practices & Processes** | | • Automation, streamlined processes and integration are used to make processes more efficient releasing capacity within the workforce to manage demand. <br>• Staff work readily from a variety locations sharing knowledge and collaborating with other services and partner organisations. <br>• Staff use process automation and chatbots to augment their capacity, get and deliver a faster response to service requests. | • *Automation features as one of the key enabling capabilities to support service redesign and delivery of efficiencies.* <br>• *MCTR has been delivered and staff are working in a Smarter way (see Agile Working programme).* | • Paper processes are an exception and intelligent systems automatically schedule and plan work to make best use of staff time and skills. <br>• Staff use a combination of virtual and physical workspaces as well as digital tools to drive productivity and deliver services in collaboration with other agencies. <br>• 'In the moment' decision-making and preventative services are supported by the availability of real-time case level insight and intelligence. | • *Staff are working in an Agile way, exploiting collaboration tools and using data to manage decision making and workload (see Agile working programme).* |
| **Data & Information** | | • Data is shared with health and other services to support case work and local commissioning insight. <br>• Residents can access services and manage personal data through an online account. <br>• Real-time sensor data supports case management for vulnerable residents. <br>• Data is broken out of silos in some areas and being used to inform operational and strategic decisions and predictive modelling. <br>• Data matching technologies develop a single view of resident data across council services, enhancing quality and supporting decision making. <br>• Diversity and staff engagement insights inform organisation development and future workforce planning. | • *Key end-to-end processes across health and SCC will be supported by shared data and integrated systems (see Surrey Heartlands Digital Workstream).* <br>• *Corporate and service planning is data led using predictive modelling capabilities, data and insight modelling is a core capability.* | • Non personal data is published on our open data platform and social/commercial innovation is encouraged to benefit local communities. <br>• Machine learning and artificial Intelligence are deployed to support insight and decision making. <br>• Real-time sensor data supports the management of our communities and transport networks. <br>• Data matching technologies develop a single view of asset and staff data across the council. | • *Multiple data sources will be brought together and used to inform both operational and strategic decision making, using technologies such as sensors to provide near real time data.* |
| **Technology** | | • Residents have increased access to services online and through more channels (mobile apps, virtual assistants, webchat, social media etc). A single resident account supports multiple services and management of personal information. <br>• Staff are equipped with mobile technology and the ability to work from any location. Virtual working technologies are in place supporting cross service and multi-location working. <br>• Service systems are integrated to business systems to provide real-time financial information. <br>• Technology infrastructure is highly available and scalable through cloud technologies <br>• Sensors, wearables and personal technology are used to support independent and safe living in the community. Coaching apps and sign-posting services help residents find support. | • *New technologies such as sensors and wearable technology will have been piloted and the learning will be being applied to the design of business models.* <br>• *A single resident account for SCC services will be in place.* | • Logistics technologies support planning and demand management in real time. <br>• Systems are integrated across organisations to deliver data insights and seamless services. <br>• Sensors support the council to manage the spaces and assets of the county with real-time data feedback. <br>• Online community platforms connect residents with the needs of their locality. <br>• New business systems are open and adaptable and present real-time data insights to staff as work is processed. <br>• Surrey communities are better connected through high-speed, high capacity data services (5G, Fibre Broadband), supporting local, commercial and public service innovations. | • *New technologies such as sensors and wearable technology will be embedded within our service offer. A range of core services will be available through voice-activated devices.* |

## IT Change Board – Governance Overview

| Standing Agenda | ITCB Steer | Input & Controlling Artefacts | Actions & Decision Artefacts |
|---|---|---|---|
| **1. Service IT&D Objectives and Priorities** | *Service Strategy Alignment & Priorities (IT&D)* | • IT&D key objectives (Service)<br>• Applications roadmap<br>• Digital & Agile Workforce Programme Plan | • Defined plans and key priorities<br>• Service strategic IT roadmap<br>• Validated roadmap assessment<br>• Shared digital objectives |
| **2. Projects & Portfolio Review** | *Reviews / Approvals* | • Project requests<br>• Portfolio view<br>• Business case | • Tactical projects decisions<br>• Approvals log<br>• Progress review plan<br>• Strategic project escalations |
| **3. Change Management** | *Service Change* | • Service change plans<br>• Training plans | • Change communication plans |
| **4. Digital Assurance** | *Process / Assurance* | • Governance (by exception)<br>• Digital design principles<br>• Service value proposition | • Digital compliance recommendations<br>• Service value model |
| **5. Budget** | *Return on Investment* | • Project budget risks/variances<br>• Funding provision<br>• Business case | • Budget oversight<br>• Approved benefits realisation plan |
| **6. Risk** | *Tactical risk (IT&D)* | • Change impact<br>• Risk assessment & management | • Updated risk register |