RESOURCES AND PERFORMANCE SELECT COMMITTEE

DATE: 21 January 2021

CABINET MEMBER FOR CORPORATE SUPPORT UPDATE

Purpose of report:

To share details of the Cabinet Member's priority areas of work including strategy and policy developments and provide an overview of the budget position and performance of services within his/her portfolio.

Introduction:

1. This report updates the Committee on ongoing work in areas within the Corporate Support portfolio.

What does the Cabinet Member expect to achieve in 2020/21?

2. Work is progressing to ensure service delivery is aligned to the Council's corporate priorities of Empowering Communities, Enabling a Greener Future, Tackling Health Inequalities and Growing a Sustainable Economy so Everyone Can Benefit, while focussing on the key enablers Customer Experience, Digital & Data, and Agile Workforce.

3. In conjunction with the preparation of the 2021-22 budget, a refreshed organisation Transformation Programme will set out outcomes for residents, service improvement measures and efficiencies.

4. At the time of writing services in my portfolio will have the lead role in the Digital, Agile Organisation, Agile Workforce, Customer Experience and Data Insights transformation programmes. I'm directly involved in the preparation of these programmes.

Detailed update

8. See Annex attached.

Conclusions:

9. Services in the portfolio provide resources and expertise and lead on activities that equip and support the whole Council in the delivery of front-line services to residents. They have been, and will continue to be, instrumental in the Council's prompt and effective response to the demands of the Covid-19 national emergency. Notably, through the work of the digital delivery programme and by the continuous improvement of the customer experience.

Recommendations:

1. The Committee reviews the information contained in this update and offers feedback to the Cabinet Member.

2. The Select Committee considers where it may add value to the Cabinet Member's work through scrutiny and scopes topics as required.

Next steps:

The Cabinet Member(s) to return with a further update at a future formal meeting of the Committee.

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Sources/background papers: None.

ANNEX

CABINET MEMBER UPDATE TO FULL COUNCIL

Name: Zully Grant-Duff
Portfolio: Corporate Support
Meeting Date: 8 December 2020

Updated on 6 January 2021 for submission to the Resources & Performance Select Committee

The Digital transformation programme continues to build the council's digital capability and capacity through new tools, technology and skills development. Examples include the Surrey Family Help Hub, a portal to improve early identification of a child's need, which is being developed by the Digital Design Team in partnership with Children's Services and is expected to be released to stakeholders in January 2021. Also, in partnership with Surrey Heartlands, Tech 4 You, a new service model deploying sensors at home to support our most vulnerable residents to remain independent; and the work on the Surrey Care Record for Children's Services, its data scope and access governance arrangements. Both these projects are aligned to our organisation priority to reduce health inequalities in the county.

Agile working practices continue to be developed across the council; feedback from staff engagement shows a majority have a preference for a mixed office and home working arrangement with 2 days in the office for collaborative activities. This new way of working will reduce staff travelling and help us realise our organisation ambition for a greener future for Surrey by contributing to a reduction of the organisation's carbon emissions. Extensive engagement has taken place with all teams due to move out of County Hall, including those who are to relocate to Woodhatch, and specific plans are in place for teams that are heavily reliant upon an office environment including Business Operations, Customer Services and Legal team. The IT infrastructure at Woodhatch is now installed and live. It includes over 50km of cabling and WiFi provision that caters for staff, members, other public sector workers and the general public.

The Digital Business & Insights programme is progressing the implementation of the Unit 4 Software-as-a-Service Enterprise Resource Planning solution, which will be the new corporate system that will manage the organisation's business critical finance, procurement and HR & payroll processes. The programme is on track, has successfully completed the design stage and is in the process of moving to the build stage, which aims to complete by early April before starting testing. Preparation to procure an

archiving solution for legacy SAP data is also underway and on track to launch the procurement process in early February.

The Covid-19 Local Contact Tracing Partnership (LTP) went live on 26 November 2020 for 4 district & borough areas (Elmbridge, Epsom & Ewell, Runnymede & Spelthorne) to trace those people who have tested positive for Covid-19 but whom NHS Test & Trace has been unable to reach, Customer Services has managed 861 cases with a 63% successful contact rate. This is vital work to support the national effort to slow down the rate of virus transmission. Due to the dramatic increase in infection rates across the county and resulting caseloads, there will now be an incremental approach to rolling out the LTP to cover the remaining district & borough areas, beginning this month. In the meantime, contact tracing for those areas will continue to be carried out by the National NHS Test & Trace service.

The Customer Experience transformation programme has been refreshed with a renewed focus on making people's experience of dealing with the council quicker, easier and better by managing enquiries in a more efficient, proactive and connected way and increasing the use of digital self-service and automation. Joint working with services such as Home to School Transport is underway to devise specific service improvements. A proof of concept trial using chatbot AI technology (called Sur-i) has now successfully gone live on the school admissions pages of the council's website, as part of a joint project with IT & Digital, the Transformation Support Unit and School Admissions teams. Across all instances where Sur-i was used to raise a specific query on school admissions there has been a 97% *intent recognition rate*; this is where an enquiry is successfully recognised and responded to. This technology is now being procured for wider use and we are identifying further use cases where it can be deployed to reduce unnecessary telephone and email enquiries.

Customer usage of live web chat continues to grow, with over 2,400 chats served in the period 1 September to 31 December with an average customer satisfaction level of 95%. As an indicative average, a member of staff can serve 4 live web chats in the time it takes to handle a telephone call.

The legal team Covid-19 response has involved close working with Children's Services to meet the increased need for support in children's safeguarding cases and this commitment has been recognised by the Local Family Justice Board. Bespoke remote training has been delivered to 130 Social Workers, 30 Independent Reviewing Officers, and Child Protection Conference Chairs. The team has been expanded and strengthened at all levels to meet the significant and ongoing challenges. Work is ongoing with

district and borough legal teams and Public Health to support local Environmental Protection teams in the advice, support and enforcement of the increasingly complex Covid-19 regulatory regime and provide a single source of legal support to all districts and boroughs.

The Community Impact Assessment, published this month, is a suite of intelligence products that explore the health, social and economic impacts of the Covid-19 pandemic on communities across Surrey, as well as what support communities need as the pandemic continues and what are their priorities for recovery. It is a significant piece of insight, developed using a range of qualitative and quantitative research methods. Thousands of residents, people working in frontline services and partners have taken part in the research and had an opportunity to suggest recommendations. The aim is for partners to use the intelligence to provide targeted support to impacted communities. The Data Insights transformation programme is supporting data-led design in the Libraries and Communities transformation programmes, work aligned to our organisation priority to empower local communities.

New corporate performance dashboards showing key performance indicators have been developed utilising Tableau, an interactive data visualisation tool. Business intelligence teams across services have collaborated with the IT & Digital team in the production, with work in progress to fully automate the data collection and report preparation process. In the next phase we will focus the provision of business intelligence on performance reporting aligned against our four organisation priorities.

A new easy-to-use Member Portal via MS Teams has been set up following feedback from the recent Member Agile Working Survey, for a short video tutorial click here . Work is in progress to refine and optimise its functions ahead of the new council induction in May 2021. Virtual seminars and member development sessions have been successful in almost doubling attendance and are preferred by members. A new schedule will be trialled from January 2021 which we hope will be helpful to those with work or caring commitments. The seminars will remain online so reducing the need to travel across the county. This will help us realise our organisation ambition for a greener future for Surrey by contributing to a reduction of the organisation's carbon emissions.

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