

### **The Digital Programme**

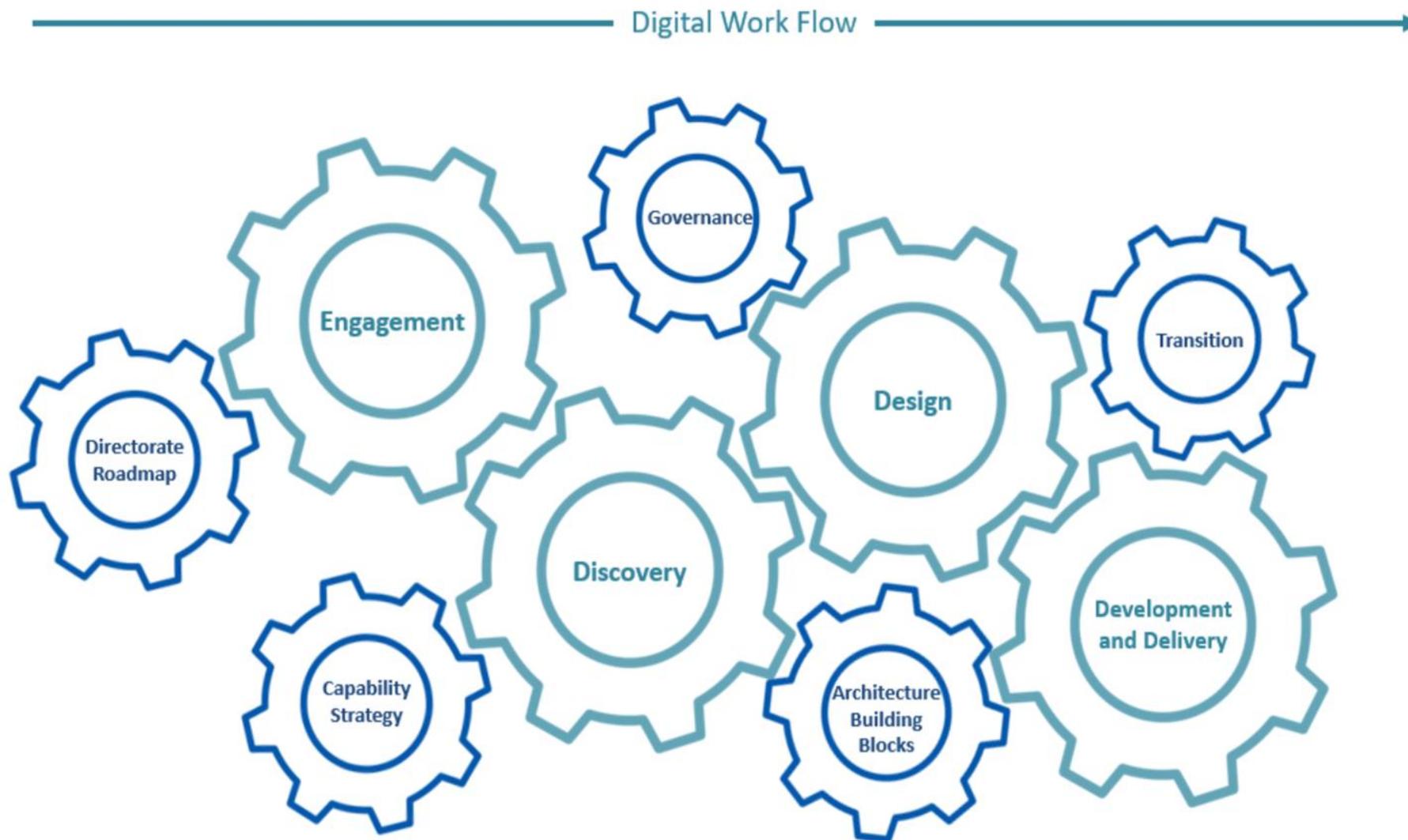
When the Digital Programme was established, the primary objective was to provide a set of capabilities and ways of working that would enable organisational modernisation and support cost-saving service efficiencies. The programme set out to establish and embed a set of digital capabilities, along with the capacity to scale-up to tackle the complex challenges facing the organisation. These organisational challenges included managing service demand, providing value for money and quality services and good resident experiences.

Key successes from this early phase of digital transformation included the deployment of automation and integration services, data intelligence and insights platforms and Internet of Things (IoT) technologies. These capabilities were quickly deployed and rapidly demonstrated value by equipping the Council's COVID-19 response and post-pandemic recovery.

### **The Digital Cogs**

A Digital Operating Model has been developed to set out a defined pathway from discovery to delivery, with a set of stages (referred to as the 'Digital Cogs') and a defined set of supporting conditions. This operating model aims to bring together existing organisational change practices with human centre design techniques to modernise and enhance service delivery through innovative uses of digital, data and technology.

A visual depiction of the operating model and description of the stages is provided below:



## Engagement

The engagement 'stage' enables IT & Digital to understand the landscape, ambition and working horizon of the organisation in order to prime opportunities or projects for Innovation. The focus is awareness, influencing, shaping and enabling through business partnering, board membership and project steering. The ultimate aim is to use this to inform, co-create & drive forward each service's digital roadmap.

## Discovery

The focus of this stage is to surface and develop a clear understanding of the root cause of a problem, challenge or opportunity. Extensive engagement takes place and explores a range of perspectives and service touch points. This process helps to create a complete picture and an understanding of the whole 'as is' landscape including process, data flows, culture, ways of working and technology.

## Design

Design is undertaken as a deeply collaborative approach. With IT & Digital facilitating design of new solutions and processes with business areas. The aim is to develop potential solutions, and iterate them rapidly, using low cost and simple tools and create designs that are user led, fit for purpose and offer value for money. It should be noted that this is not just about technology but also skills, culture, resources, asset and processes.

## Delivery

There are currently two main programmatic delivery vehicles: Agile Capabilities (supporting new ways of working) and Digital (supporting service change and improved resident outcomes).

The aim at each stage of the operating model is to create value, whilst ensuring we are solving the right problems, with the right people to have the most impact. This approach has already proved to be successful, with validation from senior officers about the work to support the Relationship Management & Insight, Social Care Reforms and Home to School Transport programmes.

A key part of this operating model has been the introduction of new roles and skills, such as user research, and Delivery Managers. These new capabilities have been fundamental in challenging existing thinking and operational status quo as they enable the reframing of different perspectives and provide rich insight to inform design and development decisions.

## **Delivery successes and achievements**

### Automation

Automation is a capability we continue to mature including how we build upon our knowledge and expertise in this area for example by introducing chatbots and AI. There are 44 active automations that make a saving of nearly 30,000 hours on

average per year for Surrey County Council. As well as timesaving there have also been improvements around accuracy, demand and value driven tasks.

### Chatbots

Chatbots have allowed us to explore the way in which we interact and provide digital services to our residents at a time that is suitable to them. It has allowed us to increase resident choice and control whilst reducing demand on front line the services. The 4 chatbots deployed so far, although in early stages, are starting to show promising stats from 2022 (from Jan to Dec 2022):

- 24,960 unique conversations happened with 6,780 unique users
- Average time spent on a conversation is 12 minutes
- 43 per cent of users accessed through a mobile device
- Handover to live agent rate is 13 per cent. (percentage of conversations transferred to webchat agent)
- Overall customer satisfaction rate is 47 per cent. (percentage of users who left positive feedback)
- Assuming all chatbot users would otherwise phone the Contact Centre or contact to the service, chatbots have saved 4,872 hours in 2022 only.

### Internet of Things (IoT)

This technology advancement has enabled the Council to develop safer environments in Surrey, whilst improving and simplifying data insight. We have deployed sensors with Environment, Transport and Infrastructure (ETI) services to enable data collection on potholes, weather, road temperature, traffic and greener futures. As well as piloting lone worker apps for our staff who work in the community.