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| Committee(s): Summit Group Digital Services Sub-Committee (DSSC) | Date: 23 January 2019 4 February 2019 |
| Subject: The case for a Digital Strategic Framework | Public |
| Report of: Town Clerk and Chamberlain | |
| Author: Kate Smith, Head of Corporate Strategy & Performance Sean Green, IT Director | For Decision |

Summary

This paper sets out the case for adopting a Digital Strategic Framework and what should be included in such a framework, for comment and / or adoption.

Recommendations

It is recommended that Digital Services Sub-Committee (DSSC):

- i. Notes the case for a Digital Strategic Framework; and
- ii. Comments on and / or adopts the proposed Digital Strategy Framework at Appendix 1.
- iii. The report can then be taken through City of London Police (CoLP) governance processes.

Main Report

Background

1. As stated in the Corporate Plan 2018-23, disruptive changes, such as the digitisation of our work and personal lives, are likely to be to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation. To respond positively and constructively, we will need to be outward looking, outcome-focused and to think and act strategically and at pace, rather than put ourselves on a set course to digitisation.
2. Put another way, rather than set out a 'Digital Strategy' that aims to pre-empt and provide a long-term plan for the work we will need to undertake, what we need is a 'Digital Strategic Framework' that will help us make sure that all of our strategies, or indeed all of our work processes, are fit for a digital, and digitising, age.

3. By couching it within the framework of the Corporate Plan, we can also make sure that we keep our corporate outcomes firmly in mind and resist over-digitising – i.e. moving too many services or too many of our interactions online and risking poorer outcomes as a result – and that the principles we need to keep in mind are common to the many workstreams this will set in train, whether or not it is obvious that they are interrelated.

Context

4. All of the City Corporation's work relies to a greater or lesser extent on processes which have been digitised over the last two to three decades, even if only to the extent of using email to communicate. Many services are now looking to take advantage of more recent technological advances to reduce costs and improve outcomes, for example:
 - more user-friendly interfaces which enable self-service;
 - sensors which can send real-time information from remote points straight out to users or into databases for longer-term analysis;
 - the ability to link databases once and use them for multiple purposes and many times (avoiding double data entry); and
 - improvements in analytical capability and therefore understanding of trends and impacts (business intelligence).
5. At the same time, software options have proliferated and become more affordable and the risks relating to security and consumer rights have become more apparent; hence the enactment of the General Data Protection Regulations (GDPR) in 2018.

Proposal

6. If we are to take advantage of the opportunities presented by digitisation without succumbing to the risks, we need a common set of principles to guide us through the necessary checks and balances and keep us on course and acting as one intelligent and responsible organisation.
7. Appendix 1 sets out a proposed common set of principles, based on the relevant Corporate Plan outcomes, that can be used to guide decision-making across any and all City Corporation work, be it internally-facing, customer-facing or part of our wider work in support of outcomes for London and the UK.
8. Appendices 2 and 3 show how these same principles can be mapped to more specific design principles that can help us keep corporate workstreams, in this case our reviews of how we manage our information and how well we run our customer-facing processes, working in concert.
9. It should be noted that the principles set out in these appendices have all been written with the ultimate goal of creating a joint digital platform shared between

the City of London Corporation and City of London Police in mind, in order to promote closer working and to enable us to share information and intelligence where possible in pursuit of better outcomes. Both organisations working to common principles doesn't mean that a joint platform must be created but will put us in the best possible position either way. Appendix 1 has been shared with officers at the police for comment but formal approval has not been sought.

10. If, as work progresses, it becomes apparent that the principles can be better defined, a revised Digital Strategic Framework will be brought back to the Digital Services Sub-Committee and any changes will be applied retrospectively to relevant workstreams as needed (as per normal change control processes.)

Recommendations

10. It is recommended that Summit Group (then Digital Services Sub-Committee):
 - i. Notes the case for adopting a Digital Strategic Framework; and
 - ii. Comments on and / or adopts the proposed Digital Strategy Framework at Appendix 1.

Next steps

11. If the Digital Services Sub-Committee is happy to proceed on the basis set out above, officers will use the Digital Strategic Framework to help us ensure that any work to digitise our work is carried out in such a way as to deliver far reaching corporate as well as local goals.

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Appendices

Appendix 1 – Digital Strategic Framework draft principles

Appendix 1: Digital Strategic Framework draft principles

| Relevant Corporate Plan outcomes | Internally | Externally | Beyond (City / London / UK level) |
|---|---|--|---|
| 1. People are safe and feel safe | Officers, staff and Members' personal information is safe and their use of personal information is compliant with the law | CoLC and CoLP's service and asset users are safe and feel safe using our online services | People and businesses in the City, London and UK know how to be safe online |
| 3. People have equal opportunities to enrich their lives and reach their full potential | Officers, staff and Members with protected characteristics have the same ease of access to information, tools and services as those without | CoLC and CoLP's service and asset users are digitally included (equal accessibility and usability) | People and businesses in the City, London and UK are digitally included |
| 4. Communities are cohesive and have the facilities they need | Officers, staff and Members have appropriate access to information, digital tools and services, including options to self-serve | CoLC and CoLP's service and asset users have the digital tools they need to request services from CoLC, including via self-service where appropriate | Organisations from all sectors use relevant and up-to-date information to promote better outcomes for people, the economy and the environment |
| 8. We have access to the skills and talent we need | CoLC & CoLP have the skills pipeline and access to talent they need to build and operate in a digital environment | CoLC and CoLP's service and asset users can access expert services when needed | City, London and UK businesses have the skills and talent to drive digital productivity and competitiveness People have the digital skills they need to thrive in all aspects of their lives |
| 9. We are digitally and physically well- | CoLC & CoLP's information is easy to access and use many times and for multiple purposes | CoLC and CoLP's services and the environments we manage adapt in real-time to best meet asset | The City, London and UK are known for their world-leading digital experience, smart innovations |

| Relevant Corporate Plan outcomes | Internally | Externally | Beyond (City / London / UK level) |
|---|---|---|--|
| connected and responsive | CoLC and CoLP's information is as open as possible and connects with Smart tools and technologies | and service users' demands (e.g. lighting, road space, wayfinding, security, bandwidth) People and businesses in the Square Mile have 100% internet coverage and the world's fastest internet speeds | |
| 10. We inspire enterprise, excellence, creativity and collaboration | Officers, staff and Members use the information, tools and services they need to innovate, collaborate and deliver the best possible outcomes for people, the economy and the environment | CoLC and CoLP's customers use information and digital tools and services that help them perform better, innovate and collaborate | The City, London and UK are known for their digital enterprise, excellence, creativity and collaboration |
| 12. Our spaces are secure, resilient and well-maintained | CoLC and CoLP's digital environments are secure, resilient and well-maintained | CoLC and CoLP's customers' personal and business information is secure and as complete and up-to-date as they wish or as is needed to fulfil our duty to them (whichever is higher) | The City, London and UK are known for their digital and physical security and resilience |