

Committee(s): Summit Digital Services Sub-Committee	Dated: 16 th March 2021 26 th March 2021
Subject: Digital Services Strategic Roadmap for the City of London Corporation	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	4, 7, 8, 9, 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	TBC
What is the source of Funding?	TBC
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: Chamberlain	For Decision
Report author: Sean Green, IT Director, Chamberlain's	

Summary

The world is becoming more and more *digital*, i.e. consumer-led, collaborative and in pursuit of continual improvement, all based on data and feedback about needs and performance that are becoming more readily accessible and analysable thanks to technologies that are becoming more widely available, affordable and usable. Think of smart phones, social media, computing clouds and 5G wireless in this context.

Digital approaches allow us to create and deliver intuitive, responsive services that are efficient and effective because they are engaging, reachable, insightful, co-ordinated and, where appropriate, automated. This means that people are more likely to make timely and proper use of the services, not only improving people's outcomes but also reducing the time and money spent by the City of London Corporation (CoLC) in chasing them, supporting them, or picking up the pieces when their issues escalate due to late or incorrect use of services.

Digital approaches also encourage innovation and growth by sharing understanding of and access to opportunities, with the sharing process itself potentially generating revenue for the CoLC while what is shared increases revenue streams for others that can eventually lead to more income for us.

The CoLC *Digital Services Strategic Roadmap* has been developed as a coherent guide to the full digital transformation of our public-facing and internal services and thus our organisation.

Recommendation(s)

Members are asked to:

- Approve the *City of London Corporation's Digital Services Strategic Roadmap* accompanying this report as the basis in principle for the digital transformation of the CoLC's services.

- Support the IT Director in setting the expectation amongst CoLC Officers and Members that this roadmap shall be used as a guide for any local digital transformation initiatives within their own services.
- Support the IT Director in setting the expectation amongst CoLC Officers and Members that the CoLC's IT Director shall be notified of any such local digital initiatives, with a collaborative approach being taken to enable the widest benefits.
- Note a separate but related report will be presented on the CoLP Digital Services Strategic Roadmap which currently awaits agreement from the CoLP Senior Management Board.

Main Report

Background

1. The previous IT Strategy which had a greater focus on the Technology Strategy was due for review by the end of 2020.
2. In November 2018 Summit and Policy and Resources committed the organisation to the MHCLG public sector Digital Declaration.
<https://localdigital.gov.uk/declaration/>
3. This Digital Services Strategic Roadmap (attached as Appendix 1) is a strategy document that provides a broader view of modern IT which is solution focussed providing enabling technologies that support better collaboration and data insight.
4. The people we serve, employ and partner with are mostly used to digital ways of doing things with other organisations and are expecting it more and more of the CoLC.
5. The ambitions of the Corporate Plan and the new TOM versus the pressures on internal resources are making it essential to increase efficiency and effectiveness in resource use through appropriate collaboration, including with machines via automation.

Current Position

6. CoLC has steady progress in becoming digital in some aspects of how we work, the benefits of which were showcased in our response to the COVID-19 crisis, especially home-working. The crisis also exposed some of our shortfalls in making the most of digital where staff still had to come into the office to access files, post etc.
7. Digital approaches combining wider engagement and more delivery flexibility will be needed to discover, shape and adapt to the ongoing changes in circumstances and expectations.

8. In realising the potential benefits of digital, a change of culture to become more digitally literate and seek opportunities for innovation and collaboration with Hybrid working is critical for the future success of our organisation.
9. The *CoLC Digital Services Strategic Roadmap*, developed by the IT Division in consultation with Chief Officers, selected Members, external expert advisors and comparable organisations, sets out a vision and strategic approach deemed appropriate for the CoLC's digital transformation.
10. The roadmap in Appendix 1 connects the new and existing schemes in a coherent way, identifies the gaps in vision realisation, and propose at a high level schemes to fill some of the key gaps, with further detail to be added through properly funded and resourced proposal work under the umbrella of the roadmap.
11. Note that an equivalent digital services strategic roadmap has been developed for the City of London Police, tailored to their needs and circumstances.

Options

12. Three key options have been identified as follows:
 - A. Do without a digital services strategic roadmap or an equivalent description of coherent digital and technology intentions.
 - B. Approve the digital services strategic roadmap presented in Appendix 1.
 - C. Request development of a significantly different digital services strategic roadmap or equivalent description of coherent digital intentions.
13. It is recommended that Summit approve option B.

Proposals

14. On approval of option B it is recommended a programme office should be set up to co-ordinate amongst and report on the various digital service transformation schemes, with minimum overhead. The position of this office in the CoLC's organisational structure is yet to be determined.
15. The programme office will seek to maximise benefits by helping shape schemes to deliver outcomes that are coherent across schemes, while avoiding undue interference with schemes that departments have developed to meet their local needs and have digital service improvements as only one element.

Key Data

Not Applicable

Corporate & Strategic Implications

Strategic implications

16. Digital transformation of our public-facing and internal services is essential to realise all aspects of the Corporate Plan. We cannot realise the plan alone, therefore collaboration is a must.
17. We cannot realise the plan all in one go, and probably will not know what works best until we give it a go, therefore continual improvement is a must. All our stakeholders must buy into the Corporate Plan goals and how they will be delivered, therefore engagement and insight-driven justifications are needed.
18. The pressure on resource means that making the most of them wherever they are and automating as much as is reasonably possible are both needed, while considering human factors.

Financial implications

19. Costs and funding models to deliver the roadmap are to be determined. There will be an impact on the wider cost structure of the organisation as a result of delivering the roadmap, with the aim being to reduce net costs when the widest reasonable scope of costs is considered.

Resource implications

20. Resourcing needs and models to deliver the roadmap are to be determined. There will be an impact on wider staffing levels and skill set requirements as a result of delivering the roadmap.

Legal implications

21. All digital approaches and solutions will be vetted to ensure that they are legally compliant.

Risk implications

22. The proposed digital transformation involves a large amount of change, sometimes innovating into what to us is the unknown. This is inherently risky.
23. To minimise and mitigate the risks, an Agile approach will be taken, whereby change is made in small steps, tested with small, representative groups of stakeholders in real-world situations before general release, and then carefully evaluated in mass use for speedy acceptance, fixing or revocation as appropriate.
24. Continual learning from experience will lead to adjustments to change delivery approaches and solution design patterns as needed.

Equalities implications

25. Some people will be less able to take advantage of digital services due to personal limitations – where possible assistance will be given to overcome these limitations, with human-mediated services being available as a backstop for the expected-to-be-small number of people who cannot be helped in any other way.

26. Service outcomes are expected to be the same but human-mediated services might offer less convenience. Some staff may initially struggle to perform well in a highly digital environment – where this is due to a lack of skills or confidence, training and support will be provided. Digital services are not expected to inherently disadvantage any protected group.
27. Giving employees more flexibility in choosing when and where they work can increase gender equality, via two pathways. First, research has long established that remote work can help parents better balance their work and family responsibilities, which makes them less likely to sacrifice one for the other. Second, data collected during the pandemic suggests that working from home may also make both parents more involved

Climate implications

28. Many technologies have long supply chains, whose environmental impacts are not always fully known, and they require a significant amount of energy to run. Equally, it is not possible to quantify all the positive environmental impacts arising from their use, although it is to be expected that there will be less polluting travel and faster identification and resolution of external environmental issues.
29. The use of digital sensors across the City will help monitor and improve the carbon footprint from vehicle traffic. The use of sensors in our buildings will help us implement intelligent business management systems to control lighting, heat, air conditioning and preventative maintenance.
30. To the best of our ability, we will aim to ensure that the net environmental impact and climate implications of digital transformation schemes and the resulting services are positive or at least neutral with offsetting schemes with partners and suppliers.

Security implications

31. Appropriate information and physical security measures will be built into every digital transformation scheme and resulting service solution, with a focus on balancing security, cost and convenience.

Conclusion

32. Digital transformation of CoLC's services, and hence the organisation itself, is essential to meet the expectations and needs of the modern world, our Corporate Plan ambitions and the financial and resource pressures that we face.
33. CoLC's *Digital Services Strategic Roadmap* provides an appropriate guide to that digital transformation.
34. Therefore, Summit, should adopt this report recommending approval of the roadmap, and prepare for putting the approved roadmap into practice.

Appendices

Appendix 1 – *City of London Corporation's Digital Services Strategic Roadmap*

Sean Green

IT Director, Chamberlain's Department

M: 07715 234 487

E: Sean.Green@cityoflondon.gov.uk