

CITY OF LONDON CORPORATION



DIGITAL SERVICES STRATEGIC ROADMAP 2021-24

“Digital is something you are, not something you do. It’s about how you think, how you behave, what you value, and what drives decisions in your organisation.”

What a Digital Organisation Looks Like – Doteveryone 2017

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Introduction

This document sets out a strategic vision and approach for the City of London Corporation to reap the benefits of putting digital ways of working at the heart of how it delivers value and improve lives through its services. That is, it describes a Digital Services Strategy intended to help the City Corporation deliver modern, resilient and efficient services that meet our stakeholder's expectations of access, responsiveness, flexibility and value for money.

The strategy aims to support and enable delivery of the City Corporation's Corporate Plan for the period 2018-23, which is driven by our ambition to significantly improve outcomes for all of the City's stakeholders and by the external and internal expectations and pressures that we face, not least from our customers, partners and staff for our services to become more convenient, effective, efficient and relevant in an increasingly digital world.

The Digital Service Strategy is a reasoned response to these drivers, covering digital transformation of services over the period 2021-23. Where digital initiatives are already being pursued separately by various parties, this strategy aims to provide a framework within which the parties can manage these initiatives' interdependencies and target their mutual benefits. Where the necessary digital initiatives are yet to be started, this strategy aims to rally relevant parties to work together to get those initiatives proposed, approved and delivered.

External Context

Many City businesses see themselves as service providers, from the local sandwich shop to the global law firm. The ongoing COVID-19 crisis, from which recovery will be slow and whose long-term consequences are uncertain, has exposed strengths and weaknesses in the way these businesses and other organisations have been operating and brought into focus opportunities and threats relating to their future operating models and customer bases. It has made even clearer than before the importance of providing resilient services based on working practices that minimise reliance on paper or location dependent processes, face-to-face interactions and hands-on interventions. This is a key area where digital ways of working can help.

Internal Context

The City Corporation rose to the challenge of COVID-19 with considerable success. This was partly the result of staff and Members being flexible, innovative and determined to continue functioning as best they could. It was also the result of previous investments in digital technology proving themselves, especially remote (home) working technologies – e.g. secure laptop computers capable of easy videoconferencing – for all who needed them. However, COVID-19 also exposed some weaknesses, including challenges in accessing reliable information and managing non-process-oriented and/or non-standard work, where digital ways of working could prove more beneficial in the future.

Meanwhile, the City Corporation's income and hence budgets are reducing, and there is concern about further funding and service challenges arising from Brexit. To make the most of limited resources, the City Corporation is adopting a new operating model that aims for more efficient and effective processes and better collaboration between teams in a more streamlined organisational structure. Digital ways of working would make this model more viable and boost its benefits.

Digital Services Vision

‘People getting the best out of cost-effective services through digitally-enabled collaboration and continual improvement.’

Our digital services vision sees customers, staff and partners constructively combining their individual understandings and capabilities as they collaborate to realise the value-for-money benefits of convenient, digitally-enabled services and to continually improve those services through regular performance analysis, stakeholder feedback and Agile change methods.

This vision will be realised through *service digitalisation* – i.e. transforming services digitally – that enables the following:

- Efficiency and effectiveness in service delivery work
- Service simplification and automation
- Delivery of secure and stable services accessible anywhere
- Creation of service insight coupled with service commoditisation

There are 4 key working principles of *service digitalisation*:

- Digitise for efficient and effective agile working
- Simplify and automate
- Ensure solutions are secure, stable and accessible from anywhere
- Greater collaboration through insight

The vision expects digital solutions to enhance net environmental sustainability. The vision relies on widespread adoption by individual stakeholders of *Digital Ways of Working*, which can be usefully arranged into the following five categories underpinned by ethics, safety and security:

- **Engagement** – encouraging people to take action by listening and replying to, sharing and shaping, their expressions and perceptions of facts, opinions and sentiments
- **Reach** – making the most of people’s location and availability by accessing in context, from anywhere and at any time, the problems to be solved and the means to solve them
- **Insight** – informing people’s choices by using data and knowledge to understand situations, needs and preferences and related strengths, weaknesses, opportunities and threats
- **Co-ordination** – making the most of all stakeholders’ resources by sharing out appropriately the capturing, actioning and managing of requests, tasks, cases, projects, issues, risks, etc.
- **Automation** – freeing up people for what humans do best by letting intelligent technology do most of the rest, subject to appropriate human oversight and exceptions handling

The promise of digitalisation is that it will make it much easier for people to incorporate these ways of working into their everyday activities efficiently and effectively. Thus, previous challenges to optimising services arising from limits on shared understanding, stakeholder buy-in, delivery processes and resources, and physical access will be much reduced, while collaborative and continual improvement approaches are expected to become the service norm.

People are at the heart of our digital services vision. Each person having a stake in a service will have a slightly different perspective on service needs, benefits and delivery. Nevertheless, to help make the digital services vision more tangible, the perspectives of nine illustrative stakeholder personas are described in Appendix A.

The digital services vision reflects an ambition for the City Corporation to achieve an appropriate level of digital maturity alongside the other stakeholders in its services. Gartner, working with their many governmental clients, have developed a digital maturity model for governmental organisations that provides a suitable landscape on which to map our ambition and is shown in Appendix B.

Our Approach to Service Digitalisation

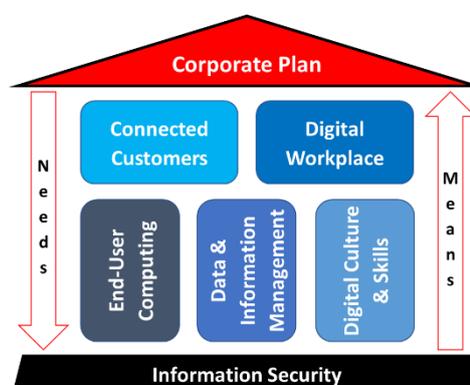
Our approach to service digitalisation focuses on implementing technology platforms to provide digital service functions; and then integrating these functions with one another and with internal and external culture change to create end-to-end digital service solutions. This often requires a major rethinking of service purpose and design in light of digital demands, capabilities and cultures and is based on five key *Digitalisation Methods*:

- **Collaborate**
 - Aspects: listening; sharing; co-design; co-production; partnerships; self-service
 - Benefits: making best use of all stakeholders’ knowledge, capabilities and capacities
- **Commoditise**
 - Aspects: componentisation; standardisation; reliability; easy reuse; easy scaling
 - Benefits: manageable costs in the face of complexity and ever-changing demands
- **Connect**
 - Aspects: link people, things, data, processes; anytime, anywhere; service integration
 - Benefits: joined-up understanding and solutions; more efficient and effective service
- **Consumerise**
 - Aspects: convenient, enticing; intuitive, consistent; fast feedback; quick gratification
 - Benefits: more timely service use avoids greater costs later; less chasing and support
- **Continually Improve**
 - Aspects: regular value-for-money reviews; regular change windows; Agile methods
 - Benefits: creating enough value now; using learnings to create more value next time

Using Our Approach to Establish Digital Services

The Digital Services Strategy aims to provide the digital means required to address the service design and delivery needs arising from the Corporate Plan. The diagram below shows the various layers and pillars of enablement that make this possible.

Digital approaches rely heavily on information, which is derived from data and knowledge. Malicious parties will take a malign interest in our valuable information. It can also be lost or impaired accidentally. Therefore, *Information Security* needs to underpin everything else in the digital world. The City Corporation’s information security strategy is set out in a separate document.



Each layer and pillar translate into a workstream for delivering the strategy – the main drivers, desired outcomes and key priorities for these workstreams are described in the numbered sections below. In parallel to the workstreams, a Smart City initiative is being developed and delivered as a joint venture between the City Corporation’s Department of the Built Environment and the City of London Police. Some of the outputs from this initiative will be inputs to the workstreams.

1. Connected Customers

Connected Customers focuses on transforming customer facing services using technology and describes the process of using digital technologies to create new — or modify existing — business processes, culture, and customer experiences. Digital transformation begins and ends with how you think about and engage with customers and provides an opportunity to reimagine how we provide services.

The City Corporation has taken steps to address a shortfall in digital services with over 100 online forms offering transactions such as a payments, bookings, reports and applications. Progress has also been made in recent years with the replacement of the ageing Customer Relationship Management system (CRM 2011) and multiple online public facing portals have been provided, though to date, there has not been a cohesive approach to digital services.

There are also a significant number of poor or outdated practices across the organisation.

- Many services reliant upon paper-based and manual processes;
- Over 100 pdf forms on the Corporate website that require customers to print, complete and send by post;
- High volumes of outgoing and incoming post;

Place data from the Smart City initiative will help to localise services for connected customers.

Our Desired Outcomes

- Following the pandemic, accelerate the shift to public facing services being made available online where possible, with alternative channels available for those who need them;
- All online services have a consistent user experience, sharing a common toolkit, approach and design, as far as possible;
- The corporate website and digital services are built with re-use in mind, so that our information and services can easily be found through search engines
- All online information and digital services are accessible, removing any barriers to access for people with disabilities, and enabling online sharing and preservation
- Safe and secure online services consistent with National Cyber Security Centre (NCSC) standards

Key Priorities

1. Transform how we deliver digital services, working in multidisciplinary agile delivery teams capable of redesigning services from end to end, ensuring that a user's needs are considered and met throughout the whole process, and that back office systems and processes are integrated with front end delivery (see Appendix One);
2. Review the technology underpinning our digital services, to ensure we have a resilient, supported and fit-for-purpose set of platforms that enable us to rapidly and sustainably build, maintain, and continuously improve digital services to better meet the needs of our users;
3. Expand the use of the Corporate self-service portal for all online services, positioning it as the primary gateway for all online services;
4. Review and tighten up our criteria for permitting the creation of separate websites, with the aim of significantly decreasing the number of microsites and sub-domains.

2. Digital Workplace

The Digital Workplace is the concept that organisations should use a more 'digital approach' to align technology, employees and business processes to improve operational efficiency and meet organisational goals. The underlying principle should be that our staff are able to operate effectively from anywhere, at any time.

Following the COVID-19 pandemic the importance of resilient, stable and easy to use technology for staff from any location has never been more important. The organisation realised a shift to more digital ways of working literally overnight, therefore our ambitions around digital and cultural change should not be limited.

For the City Corporation, significant progress was made through the IT Transformation Programme (2017-2018) which saw 70% of staff move to using laptops and tablets as their main devices, allowing for more agile and flexible working. The Programme also moved the organisation to Office 365, an evergreen approach to Microsoft's traditional productivity tools, which also now includes functionality around document management, audio and video conferencing, collaboration tools, online forms and business intelligence. The organisation has made significant strides in the past two years in adopting these tools as a means of transforming the way that the organisation operates.

Up-to-date place status information and remote-control capabilities provided by the Smart City initiative will help to increase the responsiveness of the digital workplace.

Our Desired Outcomes

- All staff have fit for purpose corporate technology and line of business applications, which support efficient, resilient and streamlined business processes;
- All corporate technology is shared as widely as possible and standardised for use across multiple services areas.
- All staff make effective use of cloud collaboration and productivity software to communicate, safely share and store information, and work with increasing efficiency;
- All staff can work effectively from anywhere at any time, including fast and reliable wired and wireless network and telephony access in all corporate office locations;
- All staff are confident in their use of technology and have access to the right information to measure service performance and make well-informed decisions;
- Senior Managers and Members exemplify and champion digital expertise and culture;

Key Priorities

5. Continue to drive adoption of digital workplace tools, identifying opportunities for efficiencies, reductions in duplication and manual handling, as well as challenging poor practice or outdated ways of working;
6. Promote SMART working to develop a more flexible and resilient workforce, utilising existing tools to increase productivity, encourage an improved work-life balance and efficient utilisation of Corporate properties through hot desking and the provision of more collaborative office space;
7. Seek out opportunities to use new and emerging technologies such as robotic process automation and machine learning to automate low value tasks and improve operational efficiency, freeing up officer time for frontline services as agreed in our commitment with the Digital Declaration (See Appendix E)

3. End-User Computing

End-User Computing (EUC) is about bringing digital capabilities to life for an organisation, looking holistically at the breadth of the end-user experience and considering all the systems, tools and devices required to accomplish an individual's workload as flexibly as possible. The right technology can improve employee flexibility, productivity, innovation and customer satisfaction and management efficiency, and reduce errors and risk.

The IT Division supports approximately 3000 City Corporation employees and members who use a mixture of Microsoft Windows 10 and Apple iOS end-user computing devices to fulfil their daily workloads. Most Windows 10 devices are laptops (circa 80%), although some fixed desktop computers are used for static desk requirements (e.g. reception areas, and payment tills). There are currently 40 different device models in use. 80% of the Windows 10 device estate will go end of life in 2021. The IT Division is eager to put forth savings that contribute to the fundamental review whilst delivering a leading end-user computing experience for the City Corporation.

End-user computing may be further enhanced by connectivity technologies implemented or upgraded via the Smart City initiative, including City-wide high-performance Wi-Fi and 5G services.

Our Desired Outcomes

- For the end-user computing experience to be the best amongst its peers and rival those in leading private sector firms.
- Act as an enabler for efficiency and value for money within IT and across all services.
- Ensure secure and responsive digital and information solutions.
- Drive forward a 'one team' focus to strengthen links between our teams and provision of a joined-up service.
- The opportunity to open our doors to Local Authorities and other public bodies who wish to adapt and grow by our example.

Key Priorities

8. Moving all our infrastructure into the Azure Cloud
9. Launching Bring Your Own Device ("BYOD") support for Apple and Android Mobile devices, enabling users to securely access City Corporation services on personally owned devices.
10. Modernising and consolidating the tools and services used to manage end-user devices.
11. Standardising end-user computing devices across the technology estate to improve users experience and reduce support overhead.
12. Transitioning to continuous update and maintenance schedules (aka "evergreen") to improve user experience and consistently reduce risk.
13. Automating device provisioning and application deployment to reduce the time it takes to provision best-in-class devices.
14. Implementing a best-in-class, full-function self-service portal, for anytime access to services.
15. Introducing innovative devices and functionality that reduces the need to print and will reduce the time taken on signature-based paperwork.
16. Simplifying meeting room and collaboration technology to help make meetings more effective.
17. Migrating to a cloud hosted telephony solution. To improve flexibility and collaboration and to remove the legacy telephony hardware.
18. Reducing the need for physical network cabling, through greater adoption of Wi-Fi infrastructure.

4. Data & Information Management

Data – the facts that we have about how the world is over time, including what exists, what people do, what people say and the where and when of those things – provide the raw material for our understanding of current and past situations. To understand future possibilities and options, we interpret the data using our *knowledge* of how the world works: e.g. relationships and processes; causes and effects; dependencies and probabilities. This produces the *information*, i.e. statuses, patterns, anomalies, trends and projections, that suggests, prescribes or constrains our decisions and actions, and those of others, to create or maintain value and wellbeing. This close relationship amongst data, knowledge and information leads us to use *information management* as shorthand for an organisation's practices in managing all three, i.e. how it gathers or produces them; how it protects and maintains them; how it shares and uses them; and how it retains or disposes of them.

Given the importance to the City Corporation of managing information well, it commissioned in 2018 an analysis of its information management practices compared to accepted good practice to identify its strengths, weaknesses, opportunities and threats that most needed addressing. This led to the development of the Information Management Strategy that the City Corporation adopted in 2019. This was reinforced in September 2020, when the UK Government published its [National Data Strategy](#), which was found to align well with the data portions of the corporate strategy, therefore the City Corporation will adopt the National Data Strategy. Smart City data will increasingly be an important source of data for make decisions on strategy and policy in the Corporation.

Our Desired Outcomes

- The City Corporation has the necessary awareness, tools, skills and culture to promote a set of behaviours and values which understands and adopts good information management practice.
- The Information estate is safe, relevant, accurate, reliable, used and trusted.
- The City Corporation derives real value and benefits from the use of information, data, analysis and modelling.
- The City Corporation has enough checks, balances and oversight to ensure the successful and ethical implementation of this strategy.
- The City Corporation will have data standards established applicable to all our systems.

Key Priorities

19. Information will be open, transparent and available across the organisation. Our staff are custodians of our information assets. We only restrict information for legal, commercial or privacy reasons.
20. We will educate, encourage and enable staff to store a single version of information that can be added to and amended. We will discourage duplication and encourage information reuse and repurposing. We will insist on safe disposal of information when no longer needed.
21. We will enable staff to easily share our information by developing common standards and processes.
22. We will provide the information required – securely, quickly, easily, accurately, conveniently, consistently, and transparently. Systems will be procured, designed and developed to enable effective information sharing, analysis and presentation.
23. We will develop and nurture new information management values and behaviours, including a drive to continually improve based on experience and research. We will encourage an approach of curiosity and challenge in the use of our information. Departments will be given the skills and capability to lead and champion this ambition.

5. Digital Culture & Skills

Being digital is much more than the use of certain technologies, it is a cultural adaptation to the pervasive ability to continuously connect and compute, easily share and observe, and frequently choose and change, which has implications for both the people doing these things and the people on the receiving end of them being done. Being digital relies on non-technological skills and aptitudes – e.g. data analysis, risk management and agile change; empathy, consideration and trust; engaging writing, micro marketing, storytelling – albeit that they are often mediated through technology. Professionals from the City Corporation’s Human Resources teams, especially Learning and Organisational Development, and the Corporate Communications team are expected to lead on developing and embedding this culture.

Cultural change will use the digital ways of working where appropriate in a bid to practice what is being preached. As well as relying on active change programmes created and managed centrally, the City Corporation will expect and enable leaders throughout the organisation to model, encourage and reinforce the new culture locally day-to-day. Meanwhile, the digital world has elevated the concept of influencers, i.e. those who use their effectiveness in communicating via digital platforms, irrespective of their formal role or status, to connect with their audiences to change their understandings and behaviours. The City Corporation will identify, develop and support their own influencers to be champions and drivers for digital services change.

Our Desired Outcomes

- Staff and citizens seek out digital ways of doing things that make them more efficient and effective.
- Staff and citizens look to facts and reason to shape their expectations, decisions and actions while appreciating the impact of perceptions, emotions and opinions.
- Staff and citizens appreciate the power of collaboration and therefore seek to share, support and listen accordingly.
- Staff and citizens embrace regular change to address and get the most out of continually changing circumstances.

Key Priorities

24. Developing and promoting digital ethics that help staff and others use digital capabilities responsibly, with a focus on safety, empathy, fairness and security.
25. Defining and promoting etiquette rules and methods to help staff make the most of videoconferencing internally and externally and in support of a hybrid office.
26. Developing standardised styles and templates to help staff efficiently undertake frequent, engaging and impactful digital messaging to both internal and external audiences.
27. Implementing 360° event-driven micro feedback in support of continual personal development and appraisal.
28. Implementing just-in-time, self-service micro training based on content created and maintained by subject matter experts via easy-to-use, widely available tools.
29. Promoting, with appropriate training, the adoption of Agile change methods by staff, partners, suppliers and members of the public involved in co-design and co-production.
30. Building and supporting a digital champions network allowing staff, including leadership and other influencers, to showcase digital ways of working in practice and to pursue innovation.

Delivering the Digital Services Strategy

The strategy will be delivered through various programmes, each aligned to a strategy workstream. Some of these programmes are already in place while the others need to be set up. The steering group will receive regular progress reports from these programmes, ensuring proper collaboration between the programmes by addressing any conflicts that may arise.

Governance for the implementation work will be provided in three tiers:

- **Project boards** – providing tactical oversight through officers who supervise project delivery resources and/or represent prospective solution users; ensuring that project risks and issues are managed and that projects are delivered on time and to budget
- **Programme boards** – providing strategic oversight through senior officers with broader remits and more approval power than the project boards; ensuring that dependencies between projects are managed and that overall programme benefits are realised
- **Court of Common Council committees and sub-committees** – providing political oversight through Members; ensuring that the City Corporation officers are held to account and supporting engagement with external stakeholders

Most projects will need to seek approval and funding individually through the usual channels, even though their parent programmes and the overall strategy will already have been approved.

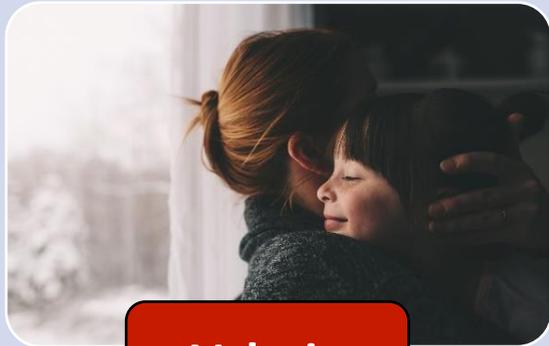
The programmes already in place are working to deliver their approved projects and seeking approval for their proposed projects (see Appendix C, Tables 1 and 2). Discussions will be held with the relevant decision-makers to set up the programmes and projects not yet in place (see Appendix A, Table 3).

Some of the strategy implementation activities, e.g. the incremental digital improvement of services, will be initiated and undertaken at the department level, albeit with corporate support, including use of corporately supplied digital platforms and corporate digital service design expertise. These activities should be identified in departmental business plans and funded and resourced accordingly.



APPENDICES

Appendix A – Stakeholder Personas



Valerie

Estate Resident - making the most of living in Golden Lane

- The City Corporation's **Engagement** with my community as a group and as individuals has helped us understand, shape and take part in much-needed local change
- As a mother, I try to do my best for my child, which is made easier by the City Corporation using its **Insight** into my situation and **Co-ordination** of services to suggest options and offer support
- The City Corporation's **Reach** means I get timely contact, on-screen and in-person, with people who care and are equipped to help



Joseph

Small Business Owner - building a local business in Eastcheap

- The City Corporation's **Co-ordination** of information, inputs and approvals lets me self-serve for most of my City Corporation needs, while their **Reach** lets me do that when it suits me
- While I compete with other businesses in my area, the City Corporation has made collective **Engagement** easier for us so that we can deal with common issues together
- The City Corporation helps me develop my business by sharing easily-digestible **Insight** into the local impact of demographics, economy, policy, etc.



Maarten

Global Law Firm Partner - might keep major office in Broadgate

- Proactive **Engagement** by the City Corporation is persuading my firm to retain a major presence in the City to serve EU clients despite Brexit
- We are impressed by the City Corporation's world-class business services and regulation, which show levels of **Co-ordination** and **Insight** that bode well for the future
- While deciding whether to keep the City as a key office location, we have been able to access City Corporation experts and decision-makers as needed thanks to their **Reach**



Mike

City Visitor - enjoying the Square Mile's culture in a limited time

- The City Corporation's self-service visit planner uses **Engagement**, **Insight**, **Co-ordination** and **Automation** to identify my interests and preferences, factor busy time pricing, suggest and consider options interactively, and thus book an itinerary that lets me visit the most attractions of the greatest interest with the least travel, waiting and cost
- The City Corporation's **Reach** allows real-time itinerary updates on the go, plus augmented and virtual reality around the City to significantly enhance my experience and understanding of it



Sarah

City Worker - commuting into Broadgate each weekday

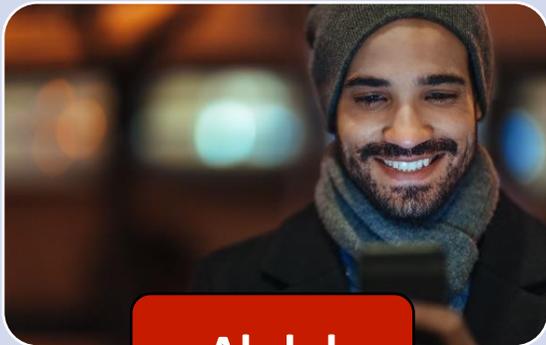
- I value the City Corporation's use of **Co-ordination** and **Reach** to minimise disruption to pedestrian street use and to support a full and vibrant choice of food and other retailers locally so that I can go about my business more easily and get what I need/want during the working day
- I, not being a resident or owner, still feel listened to by the City Corporation thanks to digital **Engagement** channels that ask my opinion on City issues, **Insight** that frames the choices in digestible facts and **Automation** of text and voice contact handling that lets me respond conveniently



Jessica

Local Digital Entrepreneur - creating change from Cheapside

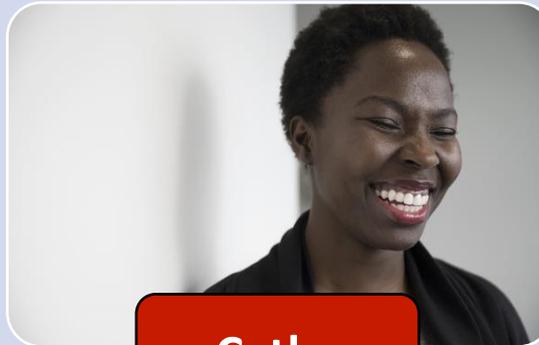
- As a digital start-up, it's great to have affordable, flexible space in a thriving tech hub fostered by the City Corporation's **Co-ordination** of regulations and services
- The City Corporation's open sharing of anonymised data inspired our first mobile product and its affordable sharing of extra **Insight** plus **Reach** helps us to develop/test iterations and expansions in an Agile way
- The City Corporation's **Engagement** with local, national and international business and civic communities has facilitated our access to potential customers, mentors and funders, helping spur our growth



Abdul

Corporation Frontline Officer - finding a good work-life balance

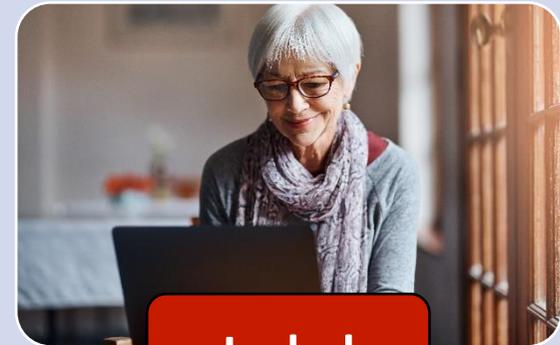
- The **Reach** of easy video calling, text chat and hybrid office facilities keeps me feeling close to my team when we are working physically apart
- **Automation** frees me from routine tasks that used to take up so much of my time while using so few of my skills
- I make the most of visits to customers by using **Co-ordination** tools to be an ambassador and instigator for all the services relevant to them
- **Insight** and **Engagement** let me identify ways to improve services and myself and track progress in both



Cathy

Corporation Manager - getting the right results from everyone

- Our mutual **Reach** means that I can get my staff out of the office more to be productive in the field or at home
- The performance **Insight** I get from business intelligence dashboards lets me focus my improvement efforts where they are most needed and track results
- **Co-ordination** tools allow me to get more value for money from disparate service providers working together, e.g. staff, partners, commercial suppliers
- As a leader, **Engagement** tools help me listen to, inspire and support people



Isobel

Corporation Member - shaping and sharing the big picture

- **Engagement** tools help me to grasp my constituents' concerns better and to let them know what I am doing for them
- The **Insight** I get on City Corporation spending, progress and value for money helps me challenge and support initiatives better
- My **Reach** via videoconferencing and documents shared online allows me to participate effectively in committee meetings from wherever I am
- **Co-ordination** with others on reports, cases, etc. before and after meetings makes the most of my time in meetings

Appendix B – Digital Services Maturity Model

	 E-Government 1 Initial	 Open 2 Developing	 Data-Centric 3 Defined	 Fully Digital 4 Managed	 Smart 5 Optimizing
Value Focus	Compliance	Transparency	Constituent Value	Insight-Driven Transformation	Sustainability
Service Model	Reactive	Intermediated	Proactive	Embedded	Predictive
Platform	IT-Centric	Customer-Centric	Data-Centric	Thing-Centric	Ecosystem-Centric
Ecosystem	Government-Centric	Service Co-creation	Aware	Engaged	Evolving
Leadership	Technology	Data	Business	Information	Innovation
Technology Focus	Service Oriented Architecture	System Integration Management	Open Any Data	Modularity	Intelligence
Key Metrics	Percentage of Services Online	Number of Open Datasets	Percentage Improvement in Outcomes, KPIs	Percentage of New and Retired Services	Number of New Service Delivery Models

The Digital Services Strategy implementation programme will include work to determine the current level of digital maturity of each City Corporation department and service, and work to agree a target level to be attained via the programme. However, a more immediate and less scientific assessment of the City Corporation overall suggests that we are somewhere between maturity levels 1 and 2, which is true of most governmental organisations according to Gartner. Evidence for our current overall maturity level includes some of our existing services moving online with varying but mostly limited degrees of optimisation, and some services making more use of the data they collect but making little use of data from other services. The Digital Services Strategy, through its proposed changes to capabilities and cultures, aspires to move the City Corporation to or near level 4 by the end of 2023, which will be evidenced by new services being established to address unmet customer needs cost-effectively and some old services in their traditional form being retired due to their proven lack of value-for-money.

Appendix C – Digital Services Strategy Implementation Plan

The following tables set out the projects that are currently recognised as furthering realisation of the Digital Services Strategy due to their positive impact on one or more of the digital ways of working categories: Engagement, Reach, Insight, Co-ordination and Automation

Table 1: Approved Projects – yet to be completed								
Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Digital Workplace	Replacement for HR/Payroll System – ERP			X	X		2021-22	
Digital Workplace	Replacement for Oracle Property Manager			X	X		2021-22	
End-User Computing	Enhanced Event Wi-Fi Coverage		X		X		2021	
End-User Computing	Bring Your Own Device		X		X		2021	
End-User Computing	Business Applications Single-Sign-On				X		2021	
End-User Computing	Azure Sentinel Security Information & Event Management		X		X		2021	
End-User Computing	IT Build Process Automated		X		X	X	2021	
End-User Computing	Full Intune Deployment		X		X	X	2021	
End-User Computing	Modernise Telephony		X				2021	Also addresses current system's end of life
End-User Computing	Software Defined Networking		X		X		2021-22	
Data & Information Management	Unstructured Data Migration to SharePoint		X	X	X	X	2021	
Data & Information Management	Structured Data Retention Management			X		X	2021	
Data & Information Management	Information Assets Register			X			2021	Also improves information security

Table 2: Proposed Projects – yet to be approved

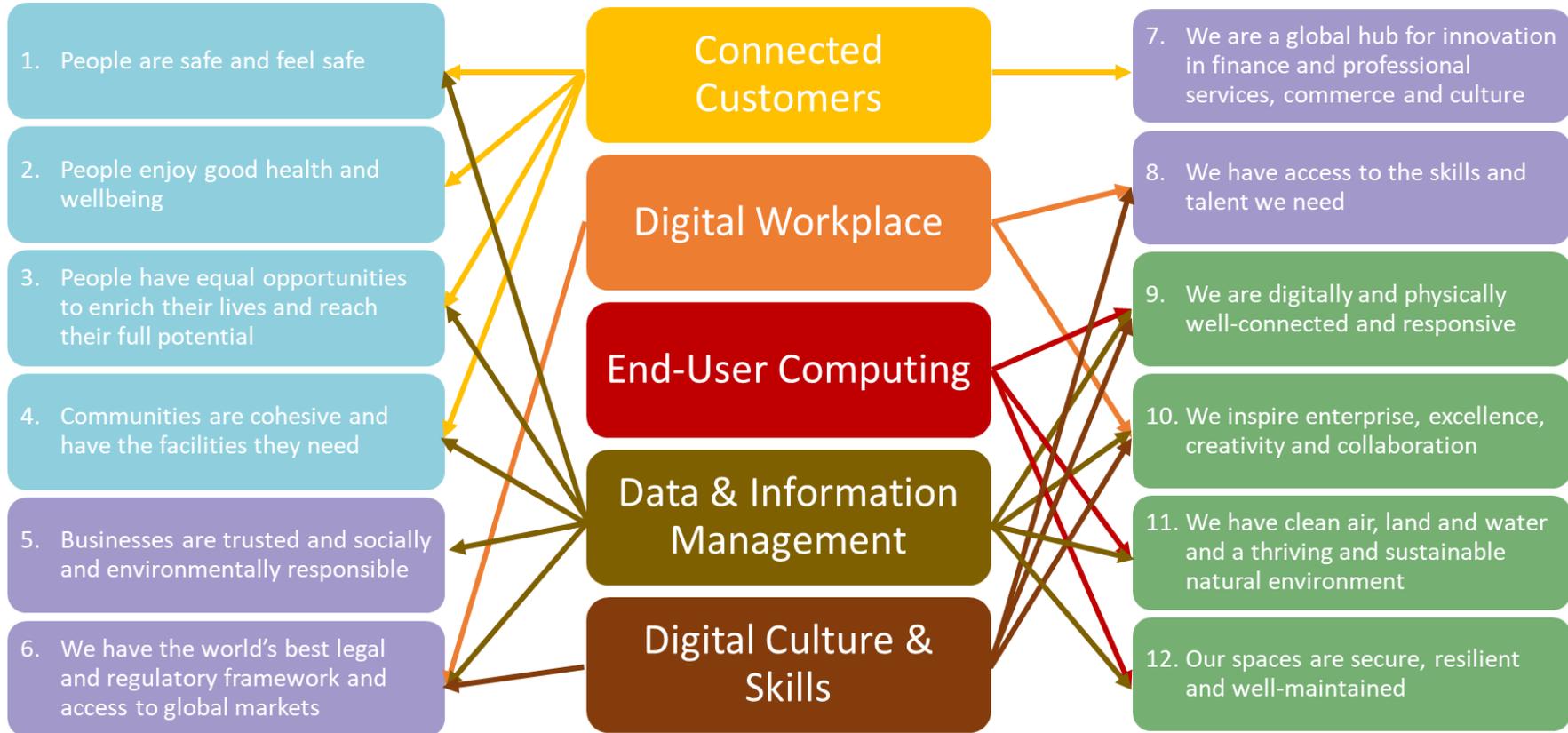
Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	Notes
		E	R	I	C	A		
Digital Workplace	Robotic Process Automation				X	X	2021	
Data & Information Management	Master Data Management	X		X	X	X	2021	
Data & Information Management	Data Observatory	X		X	X		2021	

Table 3: Enabling Projects – yet to be proposed

Workstream	Project Title & Description	Digital Ways of Working Impacted					Timeframe	
		E	R	I	C	A		
Digital Culture & Skills	Agile Methods Implementation	X			X			

Appendix D – Digital Services Strategy Links to Corporate Plan Outcomes

The diagram below indicates which Digital Services Strategy 2021-23 workstreams are the most direct supporters for which outcomes sought by the Corporate Plan 2018-23. Sometimes the support is in the form of enablement via services, sometimes it is in the form of inspiration via example.



Appendix E – Digital Service Principles

In designing, implementing, operating and improving our services digitally, we apply our Digital Service Principles, which are derived from the [UK Government Digital Service Standard](#), embody the [UK Local Digital Declaration](#) and reflect the international [Principles for Digital Development](#). Our six Digital Service Principles are as follows:

A good digital service should...

1. Promote stakeholder empowerment and collaboration
2. Be accessible, intuitive and engaging to use for all stakeholders
3. Be secure and reliably available to stakeholders anytime, anywhere
4. Reuse existing information where appropriate, revalidating as needed
5. Pursue continual improvement, capturing performance data accordingly
6. Seek feedback from stakeholders on all aspects, including outcomes

Definitions

- Stakeholders (some key examples)
 - Service users
 - Service managers
 - Service team
 - Service funders
 - Service partners
 - Service regulators
- Anytime, Anywhere
 - Request service anytime, anywhere
 - Deliver service at right time, right place
- Performance Data (some examples of analysis)
 - Users/requestors vs target demographic
 - Requests started vs abandoned
 - Delivery speed vs quality
 - Processing exceptions handled vs errors
 - Expected cost vs actual cost

In applying these principles to a service, we ask ourselves at least the following questions:

- Who are the service stakeholders and what are their circumstances, needs and preferences?
- What should stakeholder roles be and what empowerment and collaboration do they need to be effective?
- What would a typical stakeholder find accessible, intuitive and engaging, not to mention convenient; what about non-typical stakeholders?
- What level of security is appropriate given the information being handled, the vulnerability of the stakeholders and the value/impact of the decisions or actions being taken?
- To what extent are stakeholders allowed to reuse and repurpose existing information, and what are the risks from not revalidating that information at each use?
- What are the key performance indicators for the service and how will they be understood by stakeholders?
- How do stakeholders manage the unhelpful 'noise' generated alongside useful feedback?
- In general, what are the risks of the proposed new service design and how will they be managed, including any mitigations?

The techniques we use to apply these principles include:

- Service user journey mapping and user stories
- User experience design
- Alpha testing, beta testing
- Business intelligence dashboards
- Master data management