

Committee(s): Digital Services Committee	Dated: 12/07/22
Subject: Digital Maturity Dashboard	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8, 9, 10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The Chief Operating Officer	For Information
Report author: Sam Collins, DITS	

Summary

The Digital Services Strategic Roadmap (approved September 2020) set out an ambition for the City of London Corporation to embrace more digital ways of working and maximise the use of technology to deliver improved services and outcomes for our stakeholders. Digital maturity was central to this, and the document set out a series of measures to monitor progress. Since September 2020 it is clear that the organisation has made significant progress against some of these targets, aided by the COVID 19 Pandemic, in areas such as flexible working, the reduction in printing and migration to Microsoft Azure. There remain significant opportunities to redesign services to fully embrace technology and digital culture, and this should be a key focus for the Digital, Information and Technology Service going forward.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. Residents, businesses, workers, and visitors expect the City of London to be well connected, both physically and digitally. Over 500,000 people (10% of the London workforce) are employed within the square mile and they rightly expect to be able to access City services in a straight-forward, accessible manner within spaces that are technologically well-connected, vibrant, safe and sustainable. There is increasing competition from emerging cities, whilst politics and society is changing rapidly, and technology is disrupting the way we live, work and play.

Current Position

2. The past two years has highlighted the importance of providing resilient services based upon digital working practices, rather than paper based or location dependant practices. The COVID-19 pandemic has shown that not all services have fully embraced the digital age. The City Corporation continues to address these shortfalls, and through the Digital Services Strategic Roadmap (approved in September 2020), set out an approach to fully utilise the transformative role of technology in delivering modern, resilient and efficient services that meet our stakeholder's expectations and enabled by technology to support the evolving role of the office.
3. Appendix G of the Digital Services Strategic Roadmap proposed a series of tangible measures, in order to quantify the progress of the City Corporation towards digital maturity. The proposed measures are shown in Appendix One of this report, and demonstrate very positive progress against several of the original targets set in September 2020. Members views are sought as to whether the metrics proposed in the Digital Services Strategic Roadmap are still the correct metrics with which to measure the City Corporation's Digital Maturity now and in the future.
4. Without question, the COVID 19 pandemic has been a significant catalyst for the City Corporation in terms of digital adoption and this is further supported by the ongoing move towards more hybrid ways of working. Departments are increasingly redesigning their services, moving away from paper based and location specific processes, towards more agile and digital services.
5. The most significant progress has been made in areas such as measure one, with a 65% reduction in printing compared to pre pandemic levels. Printing still remains high in the City Corporation's Schools but these have been offset by dramatic reductions in most departments, which reflect a shift to more digital ways of working. Similar progress is also visible in measure three with a significant proportion of Guildhall based staff working more flexibly, working flexibly two to three days.
6. Within the Digital, Information and Technology Service positive strides have also been made. In 2020/21 all City Corporation and City of London Police servers and storage in the Agilisys Infrastructure as a Service (IAAS) location were migrated to Microsoft Azure (Measure 2). There remains only a small number of on-premise servers at Guildhall and other locations, although work continues to remove these. There is also an ongoing principle to migrate line of business applications to a 'software as a service' (SaaS) model where possible, and this has been achieved recently with the new Housing Management software (Civic CX Housing).
7. Measure seven has also been progressed within the Digital, Information and Technology Service, with around 60% of City Corporation service requests now being made through the Digital Services Portal, which compares to around 40% of City of London Police requests. The Digital Services Portal was implemented in January 2021. The new Concerto staff portal has also been introduced in City

Surveyors for all Facilities Management requests. There is further work required in other Corporate Services to move away from the use of e-mail and manual forms.

8. Measures 11 and 12 look at the percentage of public and staff requests that are fulfilled without service team intervention, principally looking at the use of automation or self-service for end to end processes. This is an area that requires increased focus and investment. Previous reports have noted the significant increases in online submissions (around 20k per annum) and online payments (£6.5m in 2021), however there remains a need to fully transform services, and not simply apply a 'digital veneer'.
9. The Continuous Improvement Pilot, supported by Catalyst Consulting, represents a significant opportunity to promote the digital agenda and deliver transform services. The scheduled 'Rapid Improvement Events' provide seek to redesign services and deliver lasting improvements and cultural change, and the initial engagements with the Commercial Team, Ports Health and Libraries have proved very positive. The Assistant Director Digital and Information has taken the role of Project Lead for the Pilot, to ensure that 'Digital' remains a key focus going forwards, and promote close working with the proposed Continuous Improvement Team. These roles are currently being recruited on a two year fixed term basis.
10. Looking ahead, there is a potential opportunity to greatly expand the DITS offering around Digital. Across London Local Authorities there has been an increasing trend to embrace the Local Digital Declaration, following in the footsteps of the Government Digital Service in utilising Agile delivery techniques and introducing roles centred on user centred design, user experience and redesigning services through better use of technology. To date the City Corporation has only really scratched the surface in maximising the investment in the available digital platforms, such as M365, the Power Platform and Granicus.

Key Data

11. Progress against the Digital Maturity Metrics is shown in Appendix One.

Corporate & Strategic Implications

Strategic implications – The City Corporation has significant aspirations in relation to Digital and some of the organisation's key initiatives are reliant upon the effective implementation of new technology and more digital ways of working. Digital and Technology based skills are a key enabler to delivering this change.

Financial implications – The adoption of more digital services and increased digital maturity has the potential to deliver significant savings and efficiencies within departments through a reduction in manual handling, online self-service, automation and electronic end to end processes.

Resource implications – The Digital Programme is progressing with limited capacity and investment in additional skills and capacity would undoubtedly accelerate the pace of change and adoption of digital practices.

Legal implications - None

Risk implications - None

Equalities implications – None

Climate implications - None

Security implications - None

Conclusion

The Digital Services Strategic Roadmap (approved September 2020) set out an ambition for the City of London Corporation to embrace more digital ways of working and maximise the use of technology to deliver improved services and outcomes for our stakeholders. Digital maturity was central to this, and the document set out a series of measures to monitor progress. Since September 2020 it is clear that the organisation has made significant progress against some of these targets, aided by the COVID 19 Pandemic, in areas such as flexible working, the reduction in printing and migration to Microsoft Azure. There remain significant opportunities to redesign services to fully embrace technology and digital culture, and this should be a key focus for the Digital, Information and Technology Service going forward.

Appendices

- Appendix 1 – Draft Digital Maturity Dashboard

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Appendix One – Draft Digital Maturity Dashboard

	Measurement	Description	Outcome Impact	Target	Progress against Target
1	Digital Adoption in the Organisation measured by Channel Shift, Reduction in Printing and Staff use of SharePoint	Printing reflects comfort with onscreen reading and online sharing of documents	Reduced costs of printing, and paper storage and disposal for the organisation, less time spent by staff in printing, filing and retrieving documents, less staff tie to office print facilities	Decreases to 25% of baseline	Jan – March 2020 – 6.5m Jan – March 2022 – 3.6m Large reduction, will be monitored against new working patterns in future.
2	Cloud Migration achieved	This reflects all storage and compute needs being met via the Azure infrastructure	Reduced infrastructure costs for the organisation, increased reliability of storage and compute provision	90%-100% depending on ability of business systems to use Azure	All IAAS Servers have been migrated to Microsoft Azure
3	Percentage of <i>(traditionally office-based)</i> workforce working 3 or more days a week from home	This reflects effectiveness and efficiency of online sharing and meeting	Better work-life balance for staff, reduced office space and facilities costs for the organisation	Increase to 50% of all qualifying staff	The latest data (April 2022) shows that on average staff are booking a desk at Guildhall 1.9 days per week. No data exists for sites outside Guildhall
4	Performance against annual savings target set	This reflects improved cost and demand prediction, monitoring and management	Reduced costs for the organisation	Targets 100% met	2021/22 IT Savings Target - £1.6m Savings Achieved - £1.3m 81% of savings target achieved reducing the budget by 14%
5	Weighted average of elapsed time to fulfil IT service request	This reflects degree of cloud migration, IT standardisation and process automation	The organisation can more nimbly deal with changes to demand, staffing and cost pressures	Decrease to 75% of baseline	This is not currently measurable.
6	Percentage of public service requests made online	This reflects the percentage of public services available online and their convenience compared to other channels	Members of the public are conveniently registering their services needs while the organisation enjoys reduced costs in registering them	Increase to 90% of all requests	In the past 12 months there have been 28,940 payments made online, totalling £9.97m.

7	Percentage of staff service requests made online	This reflects the percentage of staff services available online and their convenience compared to other channels	Members of staff are conveniently registering their services needs while the organisation enjoys reduced costs in registering them	Increase to 90% of all requests	For COL, 60% DITS requests are now being made through the Digital Services Portal. For COLP, this figure is at around 40%.
8	Volume of file attachments sent internally via email	This reflects the convenience of other file sharing channels, e.g. SharePoint	Files version control is better managed, email and file storage needs are reduced, managing feedback is eased	Decrease to 10% of baseline	This is not currently measurable.
9	Volume of email sent internally	This reflects the convenience of other channels, e.g. Teams, and need to keep message records	Reduced cost of email storage, easier for staff to manage their email	Decrease to 50% of baseline	This is not currently measurable.
10	Percentage of staff working away from office 3+ days a week	This reflects effectiveness and efficiency of online sharing and meeting and of mobile working	Better work-life balance for staff, reduced office space and facilities costs for the organisation, more relevant staff in the community	Increase to 75% of all staff	The latest data (April 2022) shows that on average staff are booking a desk at Guildhall 1.9 days per week. No data exists for sites outside Guildhall
11	Percentage of public service requests fulfilled without direct service team intervention	This reflects degree of information reuse and of process simplification and automation achieved and of validation and approval still needed	Increased convenience and speed for requester, reduced processing costs for organisation	Increase to 50% of all requests	This is not currently measurable.
12	Percentage of staff service requests fulfilled without direct service team intervention	This reflects degree of information reuse and of process simplification and automation achieved and of validation and approval still needed	Increased convenience and speed for requester, reduced processing costs for organisation	Increase to 75% of all requests	This is not currently measurable.