

# London Office of Technology & Innovation

Digital, Data and Innovation Reference Model  
Workshop 1

 [LOTI\\_LDN](#)

 [medium.com/loti](https://medium.com/loti)

#LOTI



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We'll record this meeting  
to share only on Basecamp HQ / WhatsApp



## Agenda

Welcome - Eddie Copeland Introductions - All	2:00pm
Global context from Bloomberg Associates - Todd Asher and Tess O'Brien	2:05pm
Framing the problem Omid Shiraji	2:15pm
Exercise 1: Problems and desired outcomes - LOTI	2:25pm
Exercise 2: Potential solutions - LOTI	3:00pm
Close	3:30pm

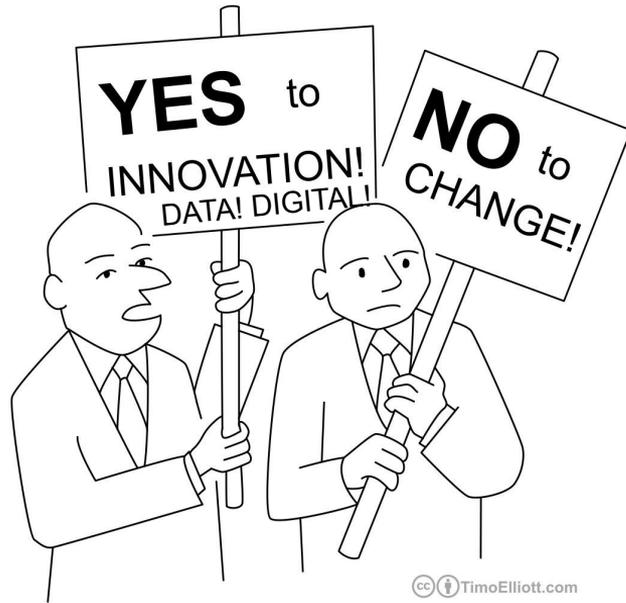
# Agenda

A person is riding a bicycle on a bridge over a river at sunset. The sun is low on the horizon, creating a warm, golden glow. The person is silhouetted against the bright light. The bridge has an ornate metal railing with circular patterns. In the background, there are buildings and a river with some boats.

Bloomberg Associates

# GLOBAL CONTEXT

# There is general consensus around the importance of digital, data and innovation...

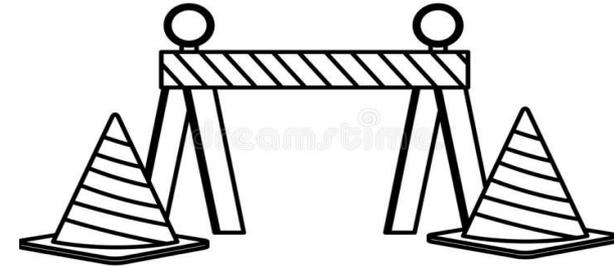


but less agreement around  
“what good looks like”.

*“We only have two demands!  
Why don't people just give us what we want?”*

# What do we know?

City governments face common challenges, but there are also common drivers of success



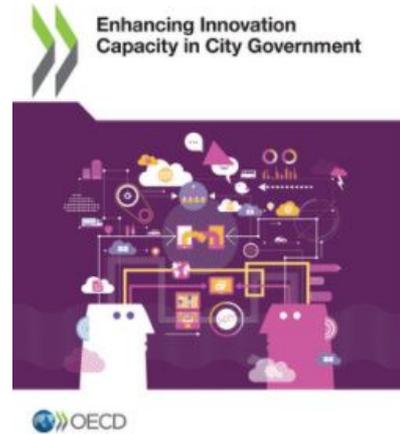
## Common barriers:

- Lack of consensus on the definitions (esp. digital and innovation)
- Fragmented approach to complex challenges due to siloes
- Risk-averse culture
- Constrained budgets and underfunding of core capacities, including data analysis
- Lack of mechanisms and structures for facilitating learning and good practice exchange

## Common drivers of success:

- Support from leadership
- Institutional capacity and competences
- Appropriate resources
- Supportive environment that includes a receptive organisational culture

# The OECD-Bloomberg Survey of Innovation Capacity in Cities 2019 found...



- **Strategy and goals** - More than half of the cities that responded to the survey (55%) have formal innovation goals
- **Staffing and structure** - Almost 80% of respondent cities reported that political and managerial leadership is an essential component for supporting innovation capacity.
- **Data** - 85% of surveyed cities, data play a significant or somewhat significant role in policy making.

# The OECD-Bloomberg Survey of Innovation Capacity in Cities 2019 found...

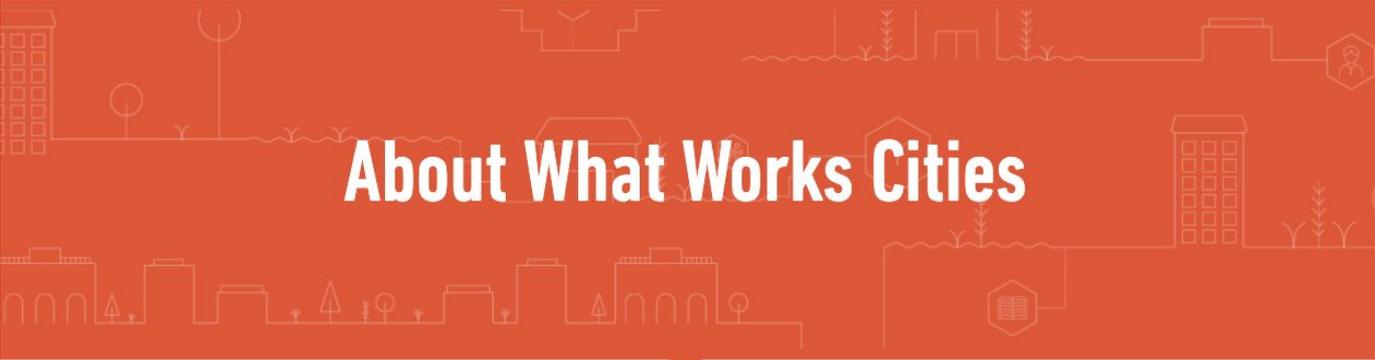
- **Resources and funding** - 80% of respondent cities have specific funding to support innovation capacity. The vast majority (94%) have ring-fenced resources from the municipal budget to fund part of their innovation work.
- **Evaluation and results** - The large majority of cities only assess some elements of their innovation strategy and consider it too early to determine their success.
  - o Only 16% of cities with formal innovation goals evaluate the impacts of their innovation strategy.
  - o Factors that limit the evaluation of innovation strategies in cities include lack of financial resources, technical capacity and methodological instruments.
  - o M&E of innovation work remains a key area for development across local governments.

# City governments are fostering a common understanding of “what good looks like” in different ways

Driving culture change in Paris through *Rendezvous Data*



# Building consensus across cities through certification programs such as *What Works Cities*

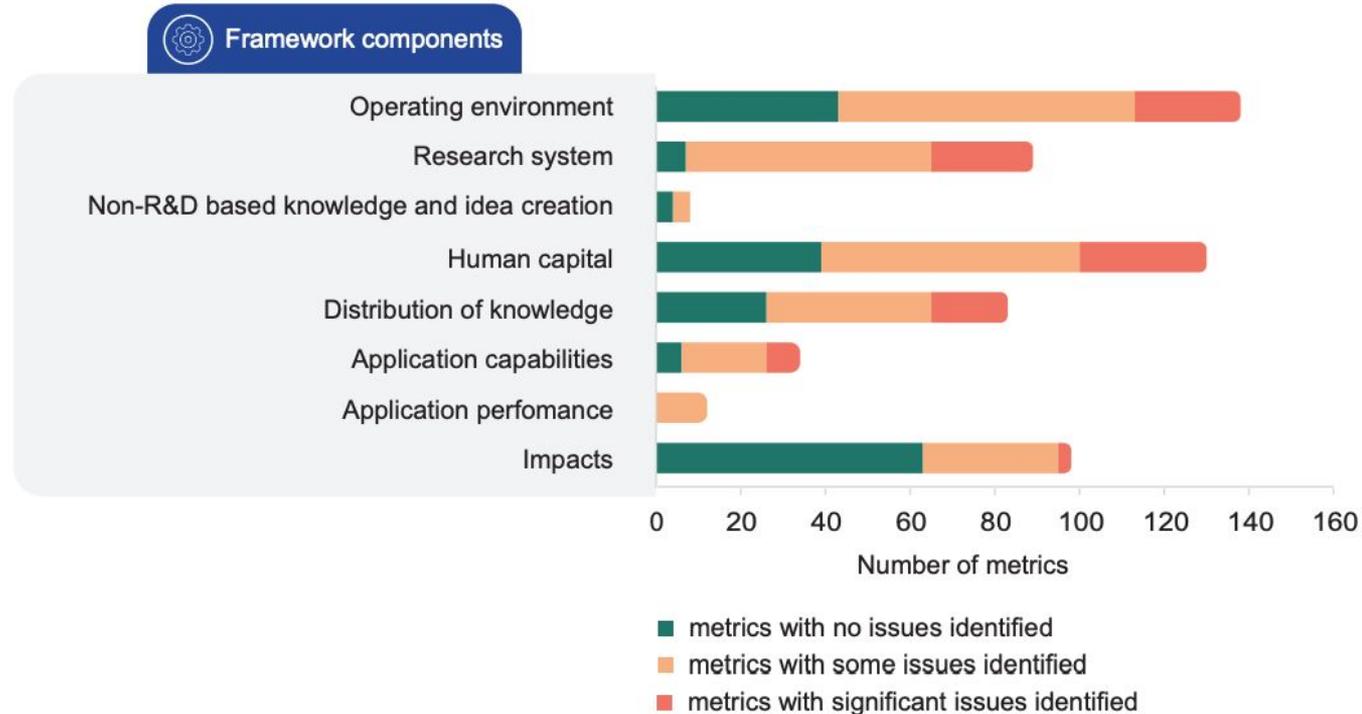


## About What Works Cities

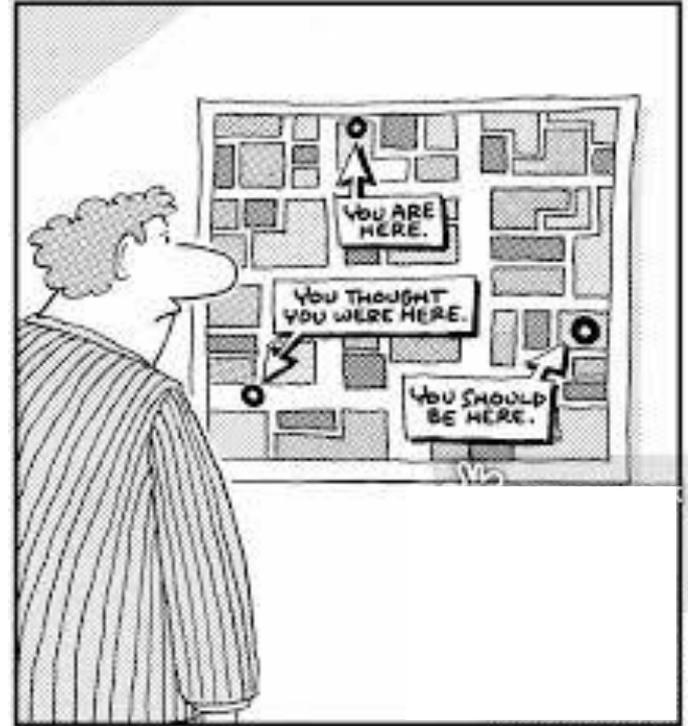
**WHAT WORKS CITIES HELPS LOCAL GOVERNMENTS IMPROVE RESIDENTS' LIVES BY USING DATA AND EVIDENCE EFFECTIVELY TO TACKLE PRESSING CHALLENGES.**

Launched by Bloomberg Philanthropies in April 2015, What Works Cities is one of the largest-ever philanthropic efforts to enhance cities' use of data and evidence. Cities across the country are more effectively driving change and delivering results for residents by participating in our [What Works Cities Certification](#) program, the national standard of excellence for data-driven, well-managed local government. The program is open to any city with a population of 30,000 or more.

# Re-evaluating metrics and measurement strategies, such as the *Australian national government*



An opportunity to collectively define “what good looks like” in digital, data and innovation in the context of London’s boroughs?



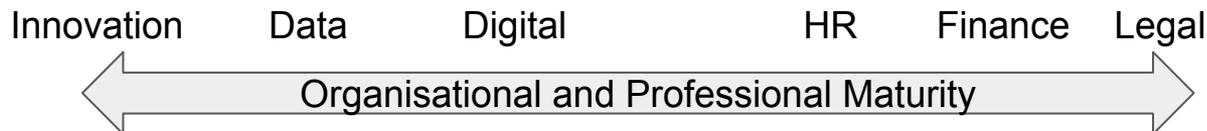
The CEO: “we need an innovation team”, “we must use data to make decisions”

The COO/CFO: “we need to do digital”, “we have to become more efficient”, “where do we put our limited amount of money?”

The CIO: “we need investment and we need capability”, “we can really help deliver outcomes”

22 CIO/CDIOs in the private and public sectors were asked:  
*“can you explain what good looks like for the organisational capabilities you need for digital?”*

0 gave the same answer



# The method we'll use



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## OUTCOME

What's our desired outcome?

What would we like to be different in the world?

*"What specific person is better off in what specific ways because we acted?"*

## ACTION

WHO could do WHAT differently if they had better information?

*"What's the intervention?"*

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## ENABLERS

Beyond the data product, what else is needed to achieve our desired outcome?

## INSIGHT

What would someone need to see on a screen (the data product) to enable the action?

## **OUTCOME**

What's our desired outcome?

What would we like to be different in the world?

*“What specific person is better off in what specific ways because we acted?”*

## **ACTION**

WHO could do WHAT differently if they had better information?

*“What's the intervention?”*

## **ENABLERS**

Beyond the data product, what else is needed to achieve our desired outcome?

## **INSIGHT**

What would need to see on a screen (the data product) to enable the action?

## What would we like to be different?

It can sometimes be hard to identify, understand, compare and/or communicate the skills, people/roles, ways of working and technologies your organisation needs.

In the context of those capabilities related to digital, data and innovation:

- Who is this a problem for?
- What's difficult about it?
- What does it prevent them from doing?
- To what extent are the problems similar or different for digital, data and innovation?

## WHO could do WHAT differently if they had better information?

AS IS - How things are now

- Who is this person?
- Where are they?
- What is it they can't do?



TO BE - how we want things to be

- Who is this person?
- Where are they?
- What are they doing?
- When are they doing it?

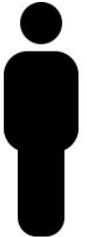
E.g "As a **CIO/CDO**, I now have.... so that I can...."

E.g "As a **CEO**, I now have.... so that I can...."

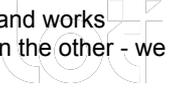
E.g "As a **CFO**, I now have.... so that I can...."

E.g "As a **Digital Service Manager**, I now have.... so that I can...."

E.g "As a **Council Leader**, I now have.... so that I can...."



## Your ideas - please add ONE idea per box

	<p>CDIO - I now have a “model” I can refer to that shows the roles/skills I need to recruit in my team. I can now make sure I have the right skills in the organisation for digital, data and innovation</p>
<p>CDO - what is the target operating model we want for our services so we can design a solution that gives you what you want?</p>	<p>CEO - how do I know where the areas of most need across my borough are and therefore develop strategies for a holistic approach</p>
<p>CDIO - how can we use data to work out where our digital innovation will give the most value to the organisation and residents</p>	<p>CEO and others - i now know what we mean by ‘doing digital’ ‘innovating’ ‘becoming data enabled’ and how they help us deliver better outcomes</p>
<p>CDIO - How do I quantify the business problems sufficiently to enable me to work on an innovative solution? And How do I prove the business value before and after? How do I bring the data together from disparate sources?</p>	<p>As CFO I can compare the costs of my organisations “innovation” function to my rival/mate CFO in the neighbouring borough.</p>
<p>CIDO - Is there a template business case to support the creation of my data team?</p>	<p>Finance - i already have provided you with an extensive IT budget.. Why do you want more for digital and data, what difference will I see - what happens if i don't invest</p>
<p>As a CFO I want to know how/why investing in more digital capability now will save us money later?</p>	<p>CEO: you are all very creative using data etc but what initiatives are going to save me the most money?</p>
<p>As a CIO, how can I provide the evidence my CEO requires to back my business case?</p>	<p>How do i develop a Digital and Data Strategy that is inter twinded and works cohesively together without one being seen as more important than the other - we both want investment in our own areas</p> 

## Your ideas - please add ONE idea per box

<p>CEO - Why can innovation and data not be done in existing structures?</p>	
<p>How do we move away from officers/managers wanting data numbers and asking the hypothesis/questions for our analysts to do their magic</p>	<p>I can explain to my wife, a child, a CEO or anyone (e.g. front line officers) what i do and what we mean by 'Data stuff' and is it diff from Digital or aligned?</p>
<p>CIO - I know I want to be more digital / innovate more, but I don't know where to start</p>	<p>CDO - I don't know how to show financial benefits of delivering better services (online) to get my business case approved</p>
<p>CFO - Digital and Data are key priorities but what does good look like? What we be different in 5 years as a result of what we do/invest?</p>	<p>How do I help bring the whole organisation on the journey - data/digital/innovation is seen as a nice to have - we need to change culture so it is seen in the same vain as the more 'professional' services like HR, Finance etc. Getting a seat at the table as a norm not as an addition</p>
<p>CEO - I don't know what information we have across the council, I want teams to be able to access all of the different data we have to innovate and improve services</p>	<p>CIO - HOw do I know my services are secure?</p>
<p>CEO/CFO - do we create a separate data function</p>	<p>CDO: what is the vision for the target operating model in my organisation so I can support my org to get there</p>
<p>Invest to save -&gt; innovate to save</p>	<p>Difference between digital and IT. We lack a shared language!</p> 

## Your ideas - please add ONE idea per box

<p>As council leader I now have a reference model that explains what digital, data and innovation stuff i need in my council to help deliver my manifesto</p>	<p>As a council leader I can use data to better tailor services, targeting constrained funding where it is most needed</p>
<p>As a junior data analyst I can see the other departments that should be in an "organisations" data team so I can plan my career path.</p>	<p>CEO: what are the key things I need to drive in my organisation to modernise our organisation and support our resident &amp; business community?</p>
<p>As a head of public sector "transformation" lead at a major tech conglomerate I can identify how I can plug gaps in the customer's capability, because they have used a model that I understand, so I can increase revenue for my company</p>	<p>Is there something else around 'digital is IT isn't, so why are you talking to me about design?</p>
<p>As a COO/CEO I now have something I can check my CIO/CDIOs restructure proposal against to see what's missing and that it is aligned to what we want to achieve without spending lots of money on consultants</p>	<p>Language used by different people - shared language is important, especially for a 21 century organisation (more positive/design/resident led phrasing) - TOM e.g. Need to use language everyone can understand</p>
<p>Data Scientist at a borough - I have limited access to the data sets I need, data quality is often poor</p>	<p>Tension between innovation and supporting residents (compromise and sacrifice). Releasing ppl from BaU is a huge tension (particularly as part of Covid)</p>
<p>Don't talk about TOM - implemented TOM is different from design stage TOM</p>	<p>Change in the role of data in the future - being clear about what data is/does;</p>
<p>Build on <a href="#">GDS Framework</a> to explore Innovation capabilities</p>	<p>As a CFO, Head of Service, Manager I can look at the council and see top level categories of spend. At the top level the categories might include outcomes and service specific categories. I can drill into each category and see how each breaks down. From the outcomes views I can drill into spend on each individual, family or property or postcode or street or ward. It helps me understand where the money goes and where we can focus effort to manage spend better</p>

## Your ideas - please add ONE idea per box

As a member of the public, I can access every piece of data that all Councils hold. It is anonymised automatically and updated frequently. I built my business using that data and the council advertises my application on their website.



1. Who the most important personas to benefit from this work?
2. What themes have emerged in our problem definitions?
3. To what extent are the problems and desired outcomes similar or different for digital, data and innovation?

## Potential solutions



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## Potential solutions

For each of the personas we identified in the previous exercise...

### INSIGHT

What would someone need to see on a screen (the reference model) to enable the action?

### ENABLERS

Beyond the reference model, what else is needed to achieve our desired outcome?



## Your ideas - please add ONE idea per box

### INSIGHT

What would someone need to see on a screen  
(the reference model) to enable the action?

<p>CIO: A simple set of boxes, one for each areas (innovation, data, digital), each with word(s) that describe a thing. Click it and you can see more boxes with more detail - one about roles, one about skills, one about tech</p>	<p>CFO/CDIO - A simple set of indicators that show me the impact of my investment - what is it now and what can i expect</p>
<p>A Value Realisation Framework that helps me see the value of my investments before I commit to the business case, and afterwards to see if I got the value I expected. This needs to be business focused, not technical e.g. don't use data, digital in the same sentence as it puts business people off at the start.</p>	<p>CEO - An understanding of what data and innovation will do that is different from current BAU</p>
<p>A set of questions, specific to your role, that places you in the model and recommends incremental steps (that Alex referred to) or considerations to further drive impact in your role/team.</p>	<p>CEO: simple graphic to understand if I look at A, B, C likely outcomes will be X, Y Z [might help with envisioning too and painting a picture based on ambitions]</p>
<p>CFO- sample outcome based comparisons between the now and the what Digital and data bring in light of spend</p>	<p>CDIO - what are you going to deliver but in a language that i understand - don't be technical</p>
<p>CDIO - a view across competing priorities to enable decisions on focus based on data</p>	<p>Managers across the organisation - what resources will i need to have to deliver this as part of BAU, tell me early on so that i can start planning</p>
<p>CFO - a set of role descriptions and market salary for the roles for each domain</p>	<p>CEO: something that explains where strong relationships are important eg Digital &amp; Data (where they don't sit together can cause a tension whereas need to complement each other)</p>



## Your ideas - please add ONE idea per box

### INSIGHT

What would someone need to see on a screen  
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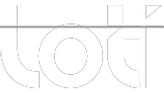
	As a tech company - A flow diagram that shows how value/information/data is exchanged between each of the parts and into the market
As a CDO/service manager the performance of services in realtime (and number of redesigned services) CEO should want this tool! (perf includes everything from number of users, usability, reliability etc)	Service Director - show me in a non-technical way where i can be more efficient - what led you to this decision? What are we doing now and how, that makes it less efficient? Where has this worked elsewhere, what have they learnt?
CDIO - How many databases have been freed up to actually allow data scientists to get at cross-borough data	How much data / code / perf info is published in a machine readable format
CEO and others - my services can relate to Finance (i.e. regardless of whether you manage budgets or not you need to understand finance to some level) - i would like set of processes, guidelines etc for digital , data and innovation	The metrics which measure progress to the goals agreed at the Board (eg in place of the TOM)
CDIO and leads - what building blocks do we need in place to achieve our ambitions and how do we assess where we are? (against what?)	
Everyone - A glossary of definitions for each word that explains in plain english what each word means	



## Your ideas - please add ONE idea per box

### INSIGHT

What would someone need to see on a screen  
(the reference model) to enable the action?

Principles to show 'how' these new skills/capabilities do their work (ALL)	CEO/CFO: Tips on how to succeed eg delegate decisions further down chain; use frontline staff who understand the issues for design work but free them up from their day job to give them capacitys
GOOD role descriptions in LG (more akin to service manual)	Inspirational something that shows where other LAs are in terms of digital capability/output
Something that shows why these new(er) roles differ from BAU and what value they create (like the why user research is different to market research slides we've seen)	Need to show that innovation is part of BAU - not a nice to have add on
Pathways for team progression and development - particularly around data (these have started to emerge in other sectors and some standards such as apprenticeships, can we learn from them?)	As a CFO, Head of Service, Manager I can look at the council and see top level categories of spend. At the top level the categories might include outcomes and service specific categories. Spend is represented in boxes of various sizes according to value and labelled with the total and the category name. I can drill into each category and see how each breaks down. From the outcomes views I can drill into spend on each family or property or postcode or street or ward. It helps me understand where the money goes and where we can focus effort to manage spend better.
CIO - links to frameworks and job descriptions/profiles for every role in each part	

## Potential solutions

For each of the personas we identified in the previous exercise...

### INSIGHT

What would someone need to see on a screen (the reference model) to enable the action?

### ENABLERS

Beyond the reference model, what else is needed to achieve our desired outcome?



## Potential solutions

For each of the personas we identified in the previous exercise...

### How might we...

- Make the reference model work and embed within the different organisational contexts you operate in?
- Ensure it complements other organisational approaches to change or service redesign?
- Make this product easy to use?
- Ensure it doesn't become something that sits on a (virtual) shelf?



## Your ideas - please add ONE idea per box

### ENABLERS

Beyond the reference model, what else is needed to achieve our desired outcome?

<p>HR (induction) - We need to be embedding this on day-one when people join the organisation so it becomes something we do.</p>	<p>OD Colleagues - Linking this in with our OD and Learning framework - changing culture at all levels of the organisation - not only at the top, everyone needs to be talking the same language</p>
<p>LOTI - Consistent and regular communication about the “output” (e.g. a model)</p>	<p>[who?] - Case studies written up and published and promoted about its use and its impact (would be very helpful - with contact details so services can ask each other; it doesn't always have to go through digital)</p>
<p>Provide a means for everyone to innovate, not just the ‘digital innovation team’. A process to submit an idea, work with the team to develop it to its conclusion (who knows the business problem better) and then reward them afterwards. Success breeds success.</p>	<p>Investment in resource to keep developing “the thing” - particularly aligned with the “maturity” comment from sudip</p>
<p>Empowering people, both from a human point of view (how easy is it for a case worker or call handler to get their ideas heard and agreed) but also resources - how easy is it for someone to act on an idea</p>	<p>IMT - making it easy to share data/information across teams - not putting barriers in the way.</p>
<p>Audit - getting this part of the Audit framework to drive adoption / challenge boroughs to act</p>	<p>CEO/CFO: want to understand how their Digital/Data service compares - often asked if we're good value for money Is there something that says for a London LA would expect to spend x% of budget on Digital &amp; data? (can end up with tricky “benchmarking” question)</p>



## Your ideas - please add ONE idea per box

### ENABLERS

Beyond the reference model, what else is needed to achieve our desired outcome?

Creating a culture where its ok to fail and state that	Common language used across the org - amplifying voices not confusing people
CDIO and team - I think Literacy and Understanding key around this so the point of Data or Digital or Innovation been everyone's business but at what levels so comparing with finance analogy - some level of understanding about money expected from all staff	Service Managers/Directors - enable staff to get involved in something that isn't part of their day job, developing our staff to be able to embed culture change
Chief Exec's understanding and backing	
CEOs, CFOs and leadership Appetite for openness and cultural change needed	Networks across LA's to keep talking and sharing best practice - if we are all speaking the same language likely to embed quicker as opposed to doing it in silo
Research requirements - Understand immaturity further for e.g. do we consider data as a sector? What implications would that bring if we do	Exec sponsorship is key..but you have to coach the exec. Let them know what you expect from them! Don't assume they know.
Starting small and building key - some of this may take longer but what can we do now	Political backing for the work - members and lead politicians have to back and promote the need and outputs



## Your ideas - please add ONE idea per box

### ENABLERS

Beyond the reference model, what else is needed to achieve our desired outcome?

How are HR and finance being made responsible for innovation?	Basic understanding of digital, data and modern tech for folk in senior govt roles (sorry controversial)
HR and CEO (people in charge of talent) referring to the outputs as best practice for recruiting talent into their organisation	Working in the open (all of us)
CEO/CFO buy in that this work is needed and applications are relevant.	Investment in skilling up others
CEO Be clear on why you want innovation - it should be a means to an end. What's your flywheel?	Buy / develop / request suppliers to include a system for tagging all data automatically by category and other useful tags. We agree how we will store the tagging and a baseline minimum set of tags for all data.
An exemplar borough willing to reveal publically how they fit within each domain	We automate data entry as far as possible to minimise risk of personal data being stored inappropriately. We use machine learning and robotic process automation techniques to anonymise those clean datasets. Publishers review any output flagged for uncertainty before publishing. We use this internally within data owner services initially, then expand more widely, eventually to the public when mature.
Everyone! - Lots and lots of promotion	

1. What is the desired data product?
2. Key themes emerging for enablers of the desired product?