



## Digital, Data & Innovation Reference Model - Research Brief

### The Need

You are a CEO, COO, CFO, CIO, CDO, Leader, cabinet member. Ask yourself:

- “Do I need digital?”
- “Do I need data?”
- “Do I need innovation?”

If the answer is “no” – this isn’t for you.

If “yes” (or “I’m not sure”), are you clear on what specifically you need in each of these areas in your organisation?

This is a key area that every organisational leader should consider given the pace of change and disruptive impact technology and data is having on organisations in every sector. It prompts many more specific questions:

- What are the capabilities (skills, roles, ways of working and technology) I need in each of these areas?
- Do I have them?
- Does my team have them?
- Are we really ready to meet current and future challenges?
- What if we don't have these things?
- How do we acquire them?
- How do we know what “good” looks like?

### What we plan to do about it

LOTI, in collaboration with Bloomberg Associates, plans to develop a Digital, Data and Innovation reference model. The model will:

- be a tool describing the skills, roles, ways of working and example technologies required in any digital, data, innovation team/department.
- provide a common language for these capabilities, assisting professionals to map out what they have and what they need.
- provide a baseline for organisations, managers, and other public sector staff to answer these questions, to assess the current situation and, importantly, fill any gaps in a targeted way.

This initiative is a core part of the “Developing Capabilities” pillar of LOTI’s [Year 2 Strategy](#), through which we aim to help our member boroughs become truly digitally-enabled organisations.

## Progress to Date

On 14 September, LOTI held a workshop with CIOs from a range of London Boroughs to launch this piece of work. Given that the reference model we plan to create is essentially an information product, we used LOTI's [four-step data method](#).

You can find the workshop slides, in which participants added their suggestions, [here](#). Omid Shiraji, Consultant CIO working on this project, summarised and highlighted the key points from those slides in [this deck](#).

## What we want to do now

LOTI wishes to commission the following pieces of research to gather insight and material to inform the development of the Digital, Data and Innovation reference model.

| <b>WP1 - Web Research on existing Digital, Data and Innovation reference Models</b> |  |
|---|--|
| <b>Duration</b>   | <b>4 days</b>  |
| <b>Objective</b>  | To help identify what existing digital, data and innovation models exist and describe specifically “what” good looks like, in order to inform the development of LOTI’s own models. The deliverable created in WP 1 will inform the creation of prototype models to be shared with participants in the interviews outlined in WP 2.  |
| <b>Task</b>   | <p>Conduct web research to identify existing models that set out what capabilities organisations need in one or more of digital, data and innovation.</p> <p>For each capability area (digital, data and innovation), we’re interested to know what has been said about:</p> <ol style="list-style-type: none"><li>1. What those capabilities consist of. For example, Digital capability might include ‘product management’, ‘user design’ etc.</li><li>2. What job roles sit within that capability. E.g. does ‘product management’ require a “user researcher”, “graphic designer”, “application support analyst” etc.? If so, what are they?</li><li>3. What skills those roles require.</li><li>4. What each capability enables an organisation to do.</li></ol> <p>For reference, see examples from the world of finance that provide the kind of detail we hope to replicate.</p> <ul style="list-style-type: none"><li>• See page 26, which describes the “stuff” Finance does: <a href="#">THE FINANCE FUNCTION: A FRAMEWORK FOR ANALYSIS</a></li></ul> |

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|--------------------|--|
|                    | <ul style="list-style-type: none"> <li>• See Page 10 to 45 here describes the technical skills underpinning the “stuff”: <a href="#">CGMA Competency Framework 2019</a></li> </ul> <p>Sources do not need to be restricted to the UK or the public sector. International examples and those from other sectors (such as financial, health etc.) are welcome.</p> <p>There are many maturity models and references that describe the culture/behaviours and “maturity” levels in the domains of digital, data and innovation - we are NOT looking for a review of these models. We are interested in the specific “what”.</p>   |
| <b>Deliverable</b> | <ul style="list-style-type: none"> <li>• Report split into three sections to cover materials relevant to 1) Digital Capabilities, 2) Data Capabilities, and 3) Innovation Capabilities.</li> <li>• Each sections should provide: <ul style="list-style-type: none"> <li>○ Copy and paste / screenshot of relevant information found, as outlined in the task description above.</li> <li>○ Short summary of salient points discovered</li> <li>○ A link to the source</li> <li>○ Notes on the type and quality of the source.</li> </ul> </li> <li>• The document should end with a conclusion outlining: <ul style="list-style-type: none"> <li>○ Any overall themes or lessons</li> <li>○ Notes on the quality / limitations of the information discovered</li> <li>○ Outline of the research methodology used (e.g. what search terms were used).</li> </ul> </li> </ul> <p>Please note LOTI will publish this deliverable on its website as part of our commitment to working in the open.</p> |

| <b>WP2a - Interview design</b> |   |
|--------------------------------|---|
| <b>Duration</b>                | <b>1 day</b>  |
| <b>Objective</b>               | To create an interview plan to ensure that interviews held as part of WP2b are conducted consistently and cover the key gaps and areas of interested discovered during WP1.   |
| <b>Task</b>                    | <p>In consultation with Omid Shiraji, Consultant CIO, and the LOTI team, design an interview plan and question guide to be used during WP2b.</p> <p>The interview plan and question guide should cover:</p> <ol style="list-style-type: none"> <li>1. The broad headings / question areas to be explored</li> <li>2. Glossary of definitions to ensure interviewees are clear on the language interviewers are using to pose questions</li> <li>3. Guidance on how to hold effective interviews.</li> </ol> |
| <b>Deliverable</b>             | Concise written document (Google Doc or Word) covering the three points listed in the task description.   |

| <b>WP2b - Interviews</b> |   |
|--------------------------|---|
| <b>Duration</b>          | <b>5 Days</b>   |
| <b>Objective</b>         | To help inform a project LOTI and Bloomberg Associates have initiated to help identify what existing digital, data and innovation models exist and describe specifically “what” good looks like, in order to inform the development of LOTI’s own models.   |
| <b>Task</b>              | <p>Conduct interviews to explore and better understand the experience of leaders in building digital, data and innovation services and capability (technology, roles, structures, skills, ways of working) in large organisations by conducting a series of interviews.</p> <p>Potential participants have been identified across a number of organisations and additional engagement methods such as surveys, are welcome.</p> <p>The collective outcome from interviews (or other engagement methods) is to build a picture of:</p> |

|                    |  |
|--------------------|--|
|                    | <ul style="list-style-type: none"> <li>• The model, tools and resources participants use or have used to create teams, departments, capabilities for their organisation in the domains of digital, data and innovation.</li> <li>• The participant's experience with using these artefacts, highlighting specific aspects or features which have been more or less successful / impactful</li> <li>• Gaps they've identified and areas which may require further development</li> <li>• Any financial information and metrics associated with each domain [digital, data and innovation] (e.g. annual investment, number of employees, cost of employee, KPI's or measures)</li> </ul> |
| <b>Deliverable</b> | <p>A report summarising and synthesising key ideas resulting from interviews (or survey) conducted, referring to specific tools or resources shared by participants.</p> <p>A resources and tools pack [Genta to create a spreadsheet for capturing these??], made up of examples shared by participants.</p>  |

**People to interview**

The following people have been identified as potentially being able to support this project with ideas and/or example tools and templates.

| <b>Digital</b>   |                            |                      |
|------------------|----------------------------|----------------------|
| <b>Name</b>      | <b>Organisation</b>        | <b>Comment</b>       |
| Alex Holmes      | Amazon                     | Resources            |
| Kit Collingwood  | Royal Borough of Greenwich | Practitioner Insight |
| Veronica Barella | Hammersmith and Fulham     | Practitioner Insight |
| Barry May        | Barnet                     | Practitioner Insight |
| Rob Miller       | Hackney                    | Practitioner Insight |
| Dionne Lowndes   | Southwark                  | Practitioner Insight |
| Tim Ward         | Optima                     | Resources            |
| Emma McGowan     | Camden                     | Practitioner Insight |

|                   |  |  |
|-------------------|--|--|
| Rafal Hejne       | Newham                                       | Practitioner Insight                         |
| Tom Loosemore     | Public Digital                               | Subject Matter Expert                        |
| Mark Thompson     | Methods Digital                              | Subject Matter Expert                        |
|                   |  |  |
| <b>Innovation</b> |  |  |
| Steve Barr        | Microsoft                                    | Practitioner Insight                         |
| Priya Banati      | Camden                                       | Practitioner Insight                         |
| Aruj Haider       | Westminster                                  | Practitioner Insight                         |
| Geoff Mulgan      | Professor at UCL, former Chief Exec of Nesta | Subject Matter Expert                        |
| Brenton Caffin    | States of Change                             | Subject Matter Expert                        |
| Gosia Szewczuk    | FutureGov (previously Ealing)                | Practitioner Insight & Subject Matter Expert |
|                   |  |  |
| <b>Data</b>       |  |  |
| Sudip Trivedi     | Camden                                       | Practitioner Insight                         |
| Jason Foster      | Cynozure                                     | Subject Matter Expert                        |
| Jez Clark         | Eden Smith                                   | Subject Matter Expert                        |
| Yogita Popat      | Barnet                                       | Practitioner Insight                         |
| Pye Nyunt         | Barking and Dagenham                         | Practitioner Insight                         |

### Interview Plan

Explain project objectives (as per intro above).

### Getting access to quality materials

- What resources and tools have you used / recommended / developed for understanding one or more of these capability areas?
- What are the most helpful features about them?

- What's missing from them / what would you change?

### **Additional questions for boroughs**

- Can we have your current org chart?
- Can we have any role profiles for jobs in each area you currently use?
- Can we have any costs or numbers of FTEs in each area?
- Can we have any use cases with evidence of value or benefit delivered relating to any of these components?

### **Required Output**

- Collated analysis of any reference models/best practice models grouped by each domain (i.e. 1 for digital, 1 for data and 1 for innovation)
- A list of roles and profiles grouped by each domain
- A list of case-studies with metrics grouped by each domain

### **Examples**

#### Finance

- Page 26 describes the "stuff" Finance does: [THE FINANCE FUNCTION: A FRAMEWORK FOR ANALYSIS](#)
- Page 10 to 45 here describes the technical skills underpinning the "stuff": [CGMA Competency Framework 2019](#)
- Page 5 onwards tries to bring them both together: [Capability Framework - Finance Professionals Capability Set](#)

#### Digital and Data

- List of roles and skills: [Digital, Data and Technology Profession Capability Framework](#)

#### Example interactive tools

- Banking has developed a comprehensive capability map for all elements required to run a bank. This could be an example for our tool: [Banking Capability Model](#)
- HR have a nicer looking interactive tool around skills: <https://peopleprofession.cipd.org/profession-map>

#### Example questionnaire form:

<https://docs.google.com/forms/d/e/1FAIpQLSepDmTso5BRzJnbU0-JaAkez39lgkcUT3Yy-YNVKFelgpablg/viewform>