Organisational Change Proposal

Islington Digital Services

September 2023

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Digital Services is a product of its history

First

The first generation was the **'Establishment'** generation, where Digital Services separated from Shared Digital and established its own leadership, processes, operations, and identity.

Jan 2019
-
March 2020

Second

The second was the **'Covid-Response'** generation. This generation was characterised by strong empowerment, innovation and doing what was needed in a time of crisis.

March 2020
-
Dec 2022

Third

Today's demand for digitalisation, innovation, savings and enhanced resident experience, requires another step change...

2023

Third Generation Digital Services

"If you do not change direction, you may end up where you are heading."
Lao Tzu

Envision

Transform

Operate

Vision for Residents	**Transformation of Resident Experience**	**Reliable Services for Residents**
Strategy to get there	Business & Process Digitalisation	Protect & Run Infrastructure
Technology Adoption	Design – Build - Implement	Incident Response & Recovery
Research & Development	Delivery Powerhouse	Service & Equipment for staff
Shaping Programmes	Resident Service Integration	Work from Anywhere
Integrating Investment Plans	Application/Product evolution	Audit and Assurance
Informed by Data	**Enabled by Data**	**Protection of Data**

Third Generation Digital Services

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The functions of the Third Generation Digital Service

Envision

Digital Strategy & Design

Strategy & Engagement

Consultancy & Research

Digital Design

Digital Change Programme

Cross-Directorate Integration

Digital Process Transformation

Investment Optimisation

Transform

Transformation Delivery

Digital Delivery Programme

Design, Build & Implement

Process, Controls & Standards

Applications / Products

Application Lifecycle Mgmnt

Key Vendor Relationships

Data & Service Platforms

Operate

Operational Delivery

Service Management & User Devices

Cloud & Infrastructure

Operational Integrity

Digital Technology

Cybersecurity

Enterprise Architecture

Future Technology Adoption

Governance & Assurance

Information Governance

Process & Contract Assurance

Risk & Compliance Monitoring

Why do we need to change?   What Problem are we trying to solve?

Digital Delivery

- More Digital Design & Delivery - less Infrastructure
- Scalable up & down to meet design/delivery demand
- Introduce more responsive ways of working

Reduce Costs

- Be more cost effective for day-to-day delivery
- Reduce contractor costs
- More cost-effective contracts & resourcing

Culture

- Get closer to the Resident
- Empowerment & Personal Ownership
- Create Job Progression pathways

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The Most Significant Changes

- **Prioritise permanent capacity** and reduce organisational dependency on contractors

- Build permanent **Service Design & Co-creation** capability to reflect demand for more transformative digitalisation projects - and less on IT infrastructure – building on our move to Cloud.

- Adopt rapid delivery – **Agile + Waterfall**

- Build a sustainable **Data platform team** to provide source data for insight analytics, reporting, digital personalisation, open data & automation.

- **Scalable Staff Funding** through sustainable transformation programmes.

- Streamline internal **Governance & compliance** using IG skills & capability

- **Business Tasks/**people transferred to Business

- **Recover costs for Project staff** against project budgets to create a scalable workforce with fewer contractors.

- Create **Resident-oriented** capabilities
  - Automation/RPA (Robotic Process Automation)
  - Early AI adoption
  - Data Curation

- **Efficiency** with legacy technologies

- Get **better value** from Vendor Contracts

- **Technology adoption** for staff to get better value from our investments

- Lift **Self-help**

- Invest in ongoing transformation in our own services such as **helpdesk automation**

- Build **cybersecurity** as threats increase

- Use **LOTI** to leverage **Collaboration** across London

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Leadership Team

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                          │ Director of Digital │
                          │      Services       │
                          │        CO2          │
                          │    L000000481       │
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Chief Technology Officer CO4 L000017674	AD - Digital Strategy & Design CO4 L000016174	AD - Strategic Change & Transformation Prog CO4 L000017946	AD - Digital Applications & Product CO4 L000016177	AD - Operational Services CO4 L000016175	AD - Information & Digital Governance CO4 L000015896	AD - Digital Change Programme CO4 L000018016