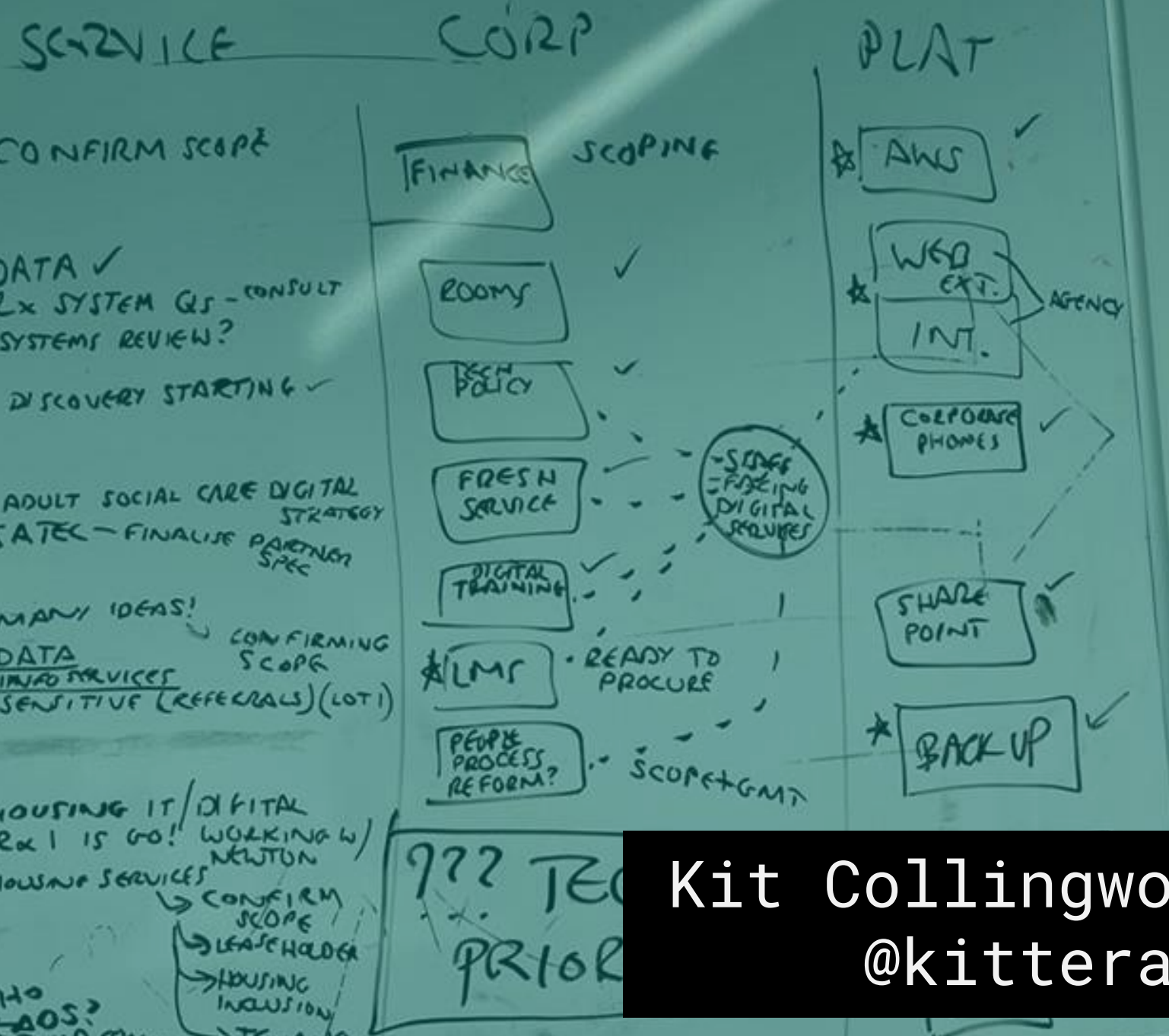


From crisis to hope: how to deliver digital strategy now



Kit Collingwood @kitterati



**ROYAL** *borough of*  
**GREENWICH**

**My life and work**





Strategy from crisis



How might technology deliver better services to help our residents and staff?

A lone, rounded tree stands on a grassy hill under a cloudy sky. The scene is captured in a monochromatic teal color scheme. The tree is the central focus, positioned slightly to the left of the center. The grassy hill slopes gently upwards from the foreground towards the background. The sky is filled with soft, textured clouds.

Let's talk about

**failure**

# Not failing

- Not going to time
- Not delivering everything you said
- Adding things
- Changing your plans

These are inevitable

# Failing

- Not caring enough
- Pretending that things aren't as they are
- Going it alone
- Ignoring power dynamics

These are optional

# All strategies fail... somewhat

No strategy has ever delivered everything it promised.

- How radical can you afford to be?
- What is the reputational damage potential?
- How do you balance ambition with reality?
- What are you scared of?

A digital strategy can only succeed if it is measurable.

- The one who defines success holds the power, and failure is subjective.
- What does success look like for your organisation?

All strategies are highly contextual to the organisation

- What are the 'hard' and 'soft' boundaries?
- Which cultural norms are helpful and which will you need to challenge?
- How does change happen where you are?

# To not fail (in my world view), focus on these questions

- **Beneficiaries**: who is this strategy for?
- **Power**: Who could stop this? Who must I persuade that this must happen?
- **Allies**: Who will I need to work with and how do they feel? Who do I trust to help me?
- **Team**: Who will deliver this?
- **Money**: What can we afford? How much funding should I get?



A landscape photograph of rolling green hills under a bright, hazy sky. The sun is visible on the right side, creating a lens flare effect with rays of light. The hills are covered in lush green vegetation, and the overall scene is bathed in a warm, golden light. A white banner is overlaid at the bottom of the image, containing the text "Let's talk about wild success".

Let's talk about wild success

Great strategies aim for, and can measure, how they make people's lives better



# Measure emotions

- improve customer services for those looking for the most common services, indicated by **customer satisfaction**
- improve council reputation externally
- improve support for long-term customers of major business areas, like **adult and children's social care** and housing tenants
- **make happier** and more productive staff due to access to better tech
- **make happier** elected members with fewer customer complaints.

# Measure service outcomes (example from housing)

- Support more residents to find and secure a **private rented place**
- Support more residents to **move on from temporary accommodation** into settled housing
- Ensure residents have **realistic housing goals**
- **Maximise staff's time** and resources spent on those most in need
- **Identify residents at risk** and help people access early help

# Measure what will move organisationally

- **reduced spend on customer services** by reducing demand both over the phone and face to face
- **reduced technology running costs** through contract disaggregation and bringing services and systems in-house
- **reduced failure demand** across the council from double contact by black holes in service, meaning business areas can realise efficiencies
- **reduced officer time** for business areas spent on back office processing, through better systems integration and automation
- **reduced paper usage**, helping to meet the council's climate commitments
- improve potential to **redesign our estates** and work from anywhere
- **reduced complaints** as services are redesigned to be easier to use
- **reduced case work** from escalation of complaints.

5

years of  
investment

Realistically long investment!



## My Council Tax summary 2021/22



Total for year April 2021 to March 2022

£1,640.00

Amount already paid 

-£1,476.00

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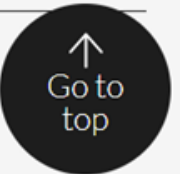
**Total left to pay**

**£164.00**

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### Payments to date

It can take up to 3 days for new payments to appear in this summary. If your payment has not appeared, [trace a missing payment](#)



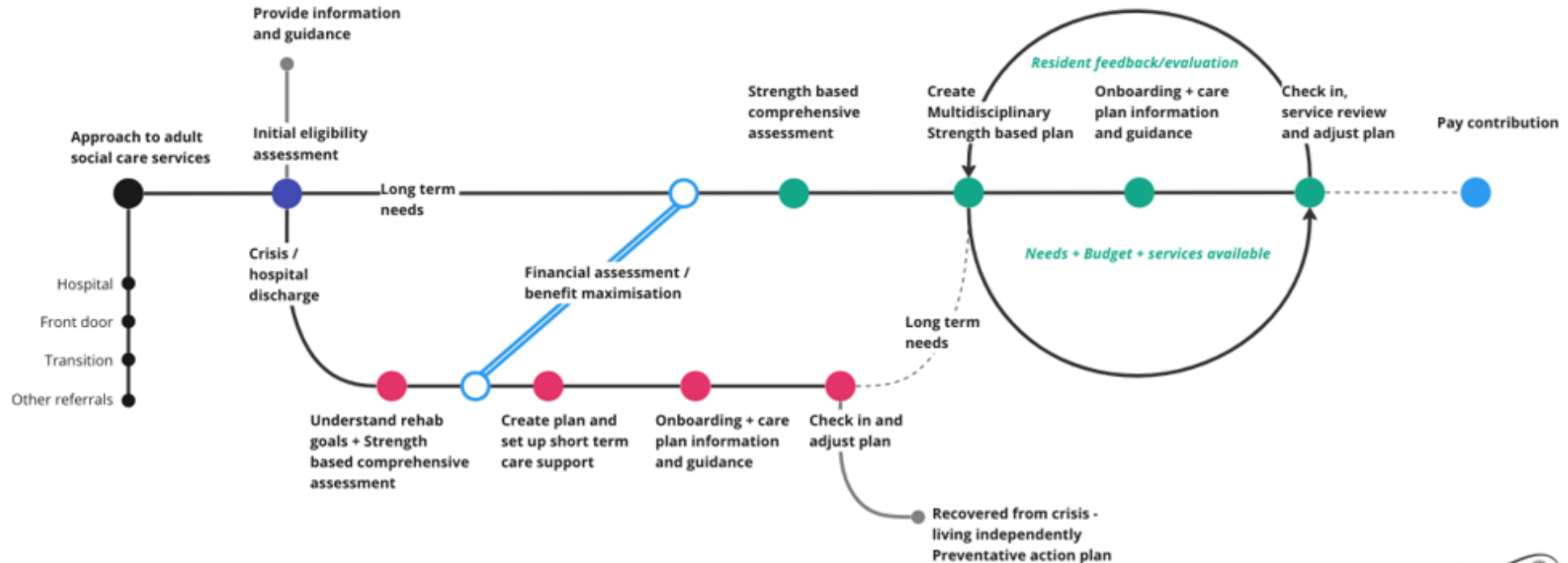
↑  
Go to  
top

Date	Amount paid	
24/11/2021	£164.00	DIRECT DEBIT

At least 1 universal service

# To this ... A new service vision (*early sketch*)

“A streamlined, simple and fair service that enable us to face the complexity and variety of people’s lives, with focus on their strengths”



1 extremely complex service..





“We will implement technology-enabled care.”



“We will help residents to be healthier, better connected to loved ones, and more independent, through technology”

Use human language



The people make the strategy

# Teams must..

- be **cross-functional** - not just digital people
- have outcomes that are both **explicit** and **shared**
- be able to speak **uncomfortable truths** to each other
- be as **autonomous** as possible (this is hard)
- be **more committed to evidence** than to their own ideas
- be **allowed to change direction** when sensible to

# Give hope, clarity, purpose

“Use the best of modern digital, technology and data to **transform our services** to residents, visitors, businesses, and staff.

**Improve the experience and outcomes** of our residents, enabling them to thrive whatever their circumstances.

Use technology to **rethink how we operate** as a council so that we continuously improve our service to residents while enabling a modern, efficient and satisfied workforce.”

1. A relentless focus on **resident needs**
2. Being **data-led** in our decision-making
3. Treating our staff as **valued users**
4. **Continuously develop** our services and products
5. One organisation, **one team**
6. **Agile** and iterative delivery

Stand for something

# Certainty is an illusion

- It is essential to know that **you will never achieve everything you thought possible**.
- Instead, you must **adapt**, absorbing the best of what is new, testing what isn't yet clear, and leaving behind what no longer serves the organisation.
- Successful implementation of digital strategy needs leaders who **thrive in uncertainty**.

# Thanks!

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