As global cities strive for efficiency and effectiveness, the need to compete for investment and talent has never been greater.

Austerity measures mean that budgets remain tight and economic growth is a top priority. Citizens expect that the quality of service they receive will be timely, intuitive and transparent. Smart cities must now navigate an increasingly complex and diverse infrastructure and service provider landscape.

To lead and remain relevant to constituents in this increasingly digital age, cities must recognize that the public service skills and capabilities required have evolved significantly.

City hall is no longer in direct control of citizen service delivery. It is now a broker of services, tasked with allocating resources for the benefit of local citizens and businesses alike. Those operating models constructed for a lower-tech, more industrial and infrastructure-focused economy are no longer fit for purpose. To remain globally competitive, smart cities must respond with a fundamental rethink of the skills they value and promote. To improve outcomes and achieve operational excellence, smart city leaders need to develop an overarching strategy for service delivery. This will require them to move away from their existing operating model and government institutions to a new, more citizen-centric model, more akin to those seen in the private sector. Such a model should lay out the core capabilities of the organization, defining the machinery used to turn ideas and ambition into action.

Having the foresight to evolve its operating model will support a city’s strategy and allow city hall to define priority activities, capabilities, leadership roles and decision-making processes. It sets out the people, processes, technology and culture required to deliver that vision—allowing leaders to choose and invest in the best tools to boost effectiveness.
INTRODUCING ACCENTURE’S HIGH PERFORMING CITY OPERATING MODEL

Accenture’s High Performing City Operating Model builds upon the experience gained from working with more than 80 global cities. Developed in response to growing demand by our cities clients, the model defines the key building blocks of a modern city government’s capability framework. The model was peer-reviewed by leading smart cities such as Amsterdam and Paris.

- **Outcome-based performance management to enable more informed decision making**
- **Strategy-led, value-centered long term planning to map-out transformational opportunities**
- **Comprehensive management of assets and fleet to drive capital and operating efficiencies and resilience**
- **Redesign of city government’s interface with its citizens, placing them at the center of their service design strategy**
- **Establishment of a system of record supported through global best practice, business processes and best of breed architecture**
- **A new generation of digital capabilities to support cross-agency data sharing and catalyze the local digital economy**
- **Tools and platforms that optimize effectiveness by facilitating cross-agency and cross-sector collaboration**
The framework encapsulates several new ways of working, including:

- **A focus on simplifying the human interaction** with city government and making services more intuitive and cost-effective

- **The ability to provide a more joined-up and cohesive view** of city infrastructure and services, to better manage assets and retain quality of service provision

- **The ability to share data** across different service providers, facilitating a more seamless, citizen-centric way of working that reduces unnecessary duplication

- **The provision of performance feedback loops** and evidence-gathering to inform policy-making and resource allocation, while improving stakeholder transparency.

The model depicts the core building blocks of smart city government, from the Mayor’s or City Manager’s high-level strategic planning function, through to the important role of the back office in retaining a consistent book of record.

Reflecting global variation in how different cities choose to retain direct operational responsibility for some services and work closely with local partners to deliver others, the different citizen service providers—housing, healthcare, transport—are intended to plug in to the base of this core model, where cross-agency collaboration is promoted.

The high-level capability map drills down into four to eight sub-capability blocks for each area, each with clearly defined maturity scales. The capability maturity model allows the current performance of each dimension of the model—people, process and technology—to be assessed. A visualization of results then facilitates a strategic discussion on priorities for skill-building and workforce development.
SMART CITIES DELIVERING HIGH PERFORMANCE

A long-time leader in the use of analytics to manage complex operations and increase efficiencies, the City of New York is working with Accenture to employ cutting-edge analytical techniques that will capitalize on opportunities to increase public safety, realize efficiency in service delivery, and protect its finances.

Using its High Performing City Operating Model, Accenture has worked with the city to implement the tools, processes and organizational structure required to meet the rising expectations of New York’s citizens.

In London, the Greater London Authority is shifting towards a more data-driven model of city government; working on a series of pilot data analytics projects that seek to address public service challenges, such as using data to improve local authorities’ ability to identify and deal with homes of multiple occupancy that can pose a fire and public health risk. This approach closely mirrors the New York model that Accenture helped to build.

THE BENEFITS OF A CITY OPERATING MODEL

Used strategically, an operating model acts as a critical organizational tool and important means of communication.

As well as guiding an organization’s efforts, a single operating model:

- **Provides insight** into where time and resources should be directed, ensuring strategic priorities trickle down to everyday delivery

- **Helps smart city leaders** to identify strengths and weaknesses in capabilities

- **Aids city hall** in investing in the right skills, experience and workforce tools to deliver lasting transformation.
By refreshing the operating model for smart cities, leaders enjoy a host of benefits, including: clearer governance and accountability, improved capital planning and budget management, more accurate data and greater information transparency, enhanced employee engagement and improved delivery of citizen and business outcomes.

Such a model can transform almost any area of an organization, from tackling multiple sources of financial information to reducing highly manual and inefficient business processes in city hall through digital enablement.

**SMART CITY IN THE SPOTLIGHT**

In the “New World City” of Brisbane Australia, Brisbane City (Council) worked with Accenture to help deliver the Business and Systems Efficiency (BaSE) Program— a business-led transformation program established to simplify, standardize and integrate business processes, systems and people across the organization.

Delivered on time and on budget, the complex BaSE business transformation program is expected to generate almost half a billion Australian dollars (USD $350 million) in savings over the life of the 10-year business case, by reducing operating and maintenance costs.

The BaSE program is a long-term transformation, which will continue to deliver benefits as the organization makes best use of its new capabilities. With Accenture’s help, Council’s ambition to be an organization enabled by world class behaviors, processes and tools is on track to be realized – delivering public service for the future.

The work on the BaSE program helped inform the Operating Model and demonstrates what we believe is leading practice in operational transformation for cities.

**The complex BaSE business transformation program is expected to generate almost HALF A BILLION Australian dollars**
GETTING STARTED WITH A NEW OPERATING MODEL APPROACH

Accenture’s High Performing City Operating Model enables a flexible, tailored approach to transformation. The focus can be applied to a citywide transformation or downscaled to a single department or even process.

Whilst some smart cities may choose to define the future end state in detail through citywide blueprints, operating model initiatives do not have to be large-scale complex programs. The future of operating model design is agile. It involves trialing new approaches, and scaling up fast when things are proven to work.

A kick-starter approach can target specific problem or opportunity areas and be designed to make rapid breakthroughs that demonstrate early value, while building support for the new way of thinking. Cross-agency collaboration can focus initially on those departments and services that would benefit the most from closer working and data sharing.

But to be successful in these incremental innovations, smart cities also need consensus on the long-term ambition and principles of the future organization. A good analogy here is the picture on the front of a jigsaw box that helps everyone to see how the pieces fit together and sets out the final vision.

The High Performing City Operating Model has been developed based on global best practice, and offers a catalyst to providing this high-level target end state view, while also offering the flexibility for smart city leaders to reflect their local priorities and citizen needs—supporting them on the path to insight-driven performance and improved citizen outcomes.
CONTACT
To begin a discussion about how Accenture’s High Performing City Operating Model can help to transform your city, please contact our team.

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ACCENTURE PUBLIC SERVICE
Connect with us to learn more about delivering public service for the future:

ABOUT ACCENTURE
Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With more than 411,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.