KAMU
ESPOO
CITY
MUSEUM

# Digital policy

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# CONTENT

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# 1 | STARTING POINTS AND OBJECTIVES

KAMU's digital policy serves as a guide to creating sustainable and socially effective digital services. The term "digital service" refers to all of KAMU's digital services: those provided to the public, internal ones used within the museum and digital support structures. Expansive digital services, such as virtual exhibition or mobile guide platforms, can consist of many different contents. Updating the contents is part of the implementation and maintenance phases of the lifecycle of a digital service. More detailed guidelines for contents can be found in KAMU's other policies and guidelines, such as the collection policy, audience engagement policy, research and publication policy and the exhibition process descriptions.

The objective of the digital policy is to clarify the development and management of KAMU's digital services. The digital policy defines the responsibilities and obligations of operators and describes the stages of the service lifecycle. The goal is to develop digital services as a whole in a systematic and customer-oriented manner. The digital policy also provides practical tools for the development of digital services and guidance for the purposeful, responsible and resource-smart use of digital services and the development of service indicators and statistics. The digital policy creates a strong and flexible base that enables rapid changes as the digital operating environment evolves.

KAMU's digital policy was drawn up in a collaborative project, in which KAMU's staff, representatives of the public and stakeholders participated in the planning of the museum's digital policy and the selection of priorities. During the project, workshops, interviews and electronic surveys were held to find out how staff, the public and stakeholders view the digital services. The section on open access to information was prepared in cooperation with the network AvoinGLAM. The Finnish Heritage Agency awarded a grant for the digital policy project from its fund for innovative museum projects.

# 2 | FORMS AND USERS OF DIGITAL SERVICES

In KAMU's digital policy, the term "digital service" refers to all digital services that are used by the museum. **Digital services provided to the public** include things such as digital elements of physical exhibitions, online exhibitions, the museum's website, digital educational materials and video materials. **Internal digital services used within the museum** refer to services used by the museum staff that are only used in KAMU and that are managed by the museum. Internal digital services used within the museum include, for example, a cultural heritage management system and the digitisation of collections. **Digital support structures** are tools and services provided by the City of Espoo to KAMU, the maintenance and lifecycle of which is the responsibility of the City's Information Management department. Digital support structures include, for example, digital devices, telecommunications links, Microsoft Office software, email, employee time tracking and intranet.

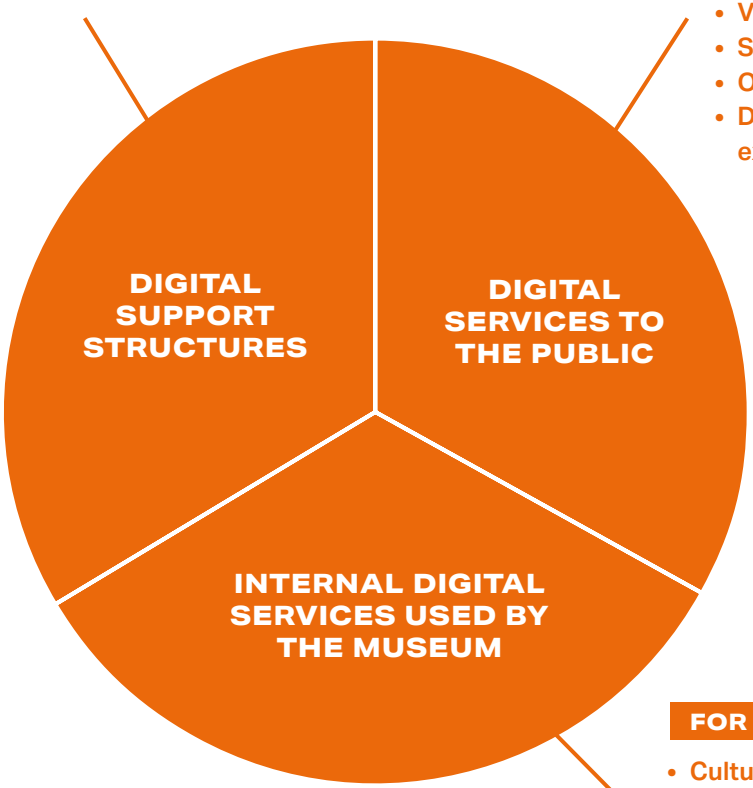
The digital policy mainly applies to the digital services provided by KAMU to the public and the internal digital services used within the museum. Their lifecycle is the responsibility of KAMU. The lifecycle of digital support structures is the responsibility of the city's Information Management, and KAMU's role in managing them is minor. Some of the digital services contain features from more than one category, in which case the responsibilities are defined on a case-by-case basis. All digital services used in KAMU must be managed in accordance with the regulations and instructions of the city.

**FOR EXAMPLE:**

- Office software (e.g. Office 365)
- Intranet and tools
- Telecommunications links
- Digital tools (e.g. computers, telephones)

**FOR EXAMPLE:**

- Virtual museums and exhibitions
- Mobile guides
- Finna
- Materials for schools
- Website
- Videos on YouTube
- Social media contents
- Online shop
- Digital elements of physical exhibitions




KAMU's digital services

**FOR EXAMPLE:**

- Cultural heritage management system
- Visitor counters
- Digitization
- Checkout services and reservations

# 3 | GUIDELINES AND LEGISLATION GUIDING DIGITAL POLICY

KAMU's digital policy is based on KAMU's vision, mission and values, the digitalisation plan of the City of Espoo's cultural services, the key objectives of cultural services, the CultureEspoo 2030 programme, the city's information management guidelines and the city's strategy, i.e. the Espoo Story. The digital policy complements the entity guiding KAMU's operations, which consists of KAMU's collection policy, audience engagement policy, research and publication policy, and communications guidelines.

KAMU's digital policy is also guided by several different acts and decrees. KAMU serves as a museum with regional responsibility in cultural environment tasks. According to the Museums Act, the task of the museums with regional responsibility is to develop and promote the digital storage and availability of information about the cultural environment in its area of operation, in addition to other statutory tasks. In addition, the development and use of digital services is governed by, among other things, the Act on the Provision of Digital Services, the Act on Information Management in Public Administration and the General Data Protection Regulation of the European Union. The Act on the Provision of Digital Services promotes the availability, quality, data security and accessibility of digital services and thus improves everyone's access to digital services on an equal basis. The General Data Protection Regulation and the Act on Information Management in Public Administration provide for assessment obligations related to the introduction of services.

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# 4 | DIGITAL VISION

**KAMU'S DIGITAL VISION:**

## KAMU's digital services encourage dialogue. They are produced in a user-oriented, bold and structured way.

**The digital services of KAMU are user-oriented and strengthen their identity** by working together with them to produce information, experiences and agency relating to Espoo's cultural heritage. KAMU reacts quickly to current topics and phenomena and takes a stand using digital services, encouraging dialogue.

**KAMU is boldly experimenting with new operating methods and technologies.** KAMU also has the courage to be a responsible pioneer in providing ecologically, socially, economically and culturally sustainable digital services.

**KAMU systematically develops digital services through a clear division of labour and clearly defined processes.** The digital services are compatible with the rest of KAMU's service offering and complement KAMU's good customer and employee experience.

# 5 | ACCESSIBILITY

The accessibility of digital services means that anyone can use the digital services and their contents easily. KAMU always ensures the accessibility of digital services at least at the level required by legislation and the City of Espoo, and strives to achieve a more specific level where possible. The requirement to meet the WCAG criteria (Web Content Accessibility Guidelines) should be mentioned in any calls for tenders related to the services. Technical implementation, ease of use and clarity and understandability of content must be considered in the creation of an accessible digital service. The product owner and the working group must ensure that the service meets the accessibility requirements and that an accessibility statement has been published for the service. Monitoring the accessibility guidelines and any possible amendments to them is part of the digital service maintenance activities.

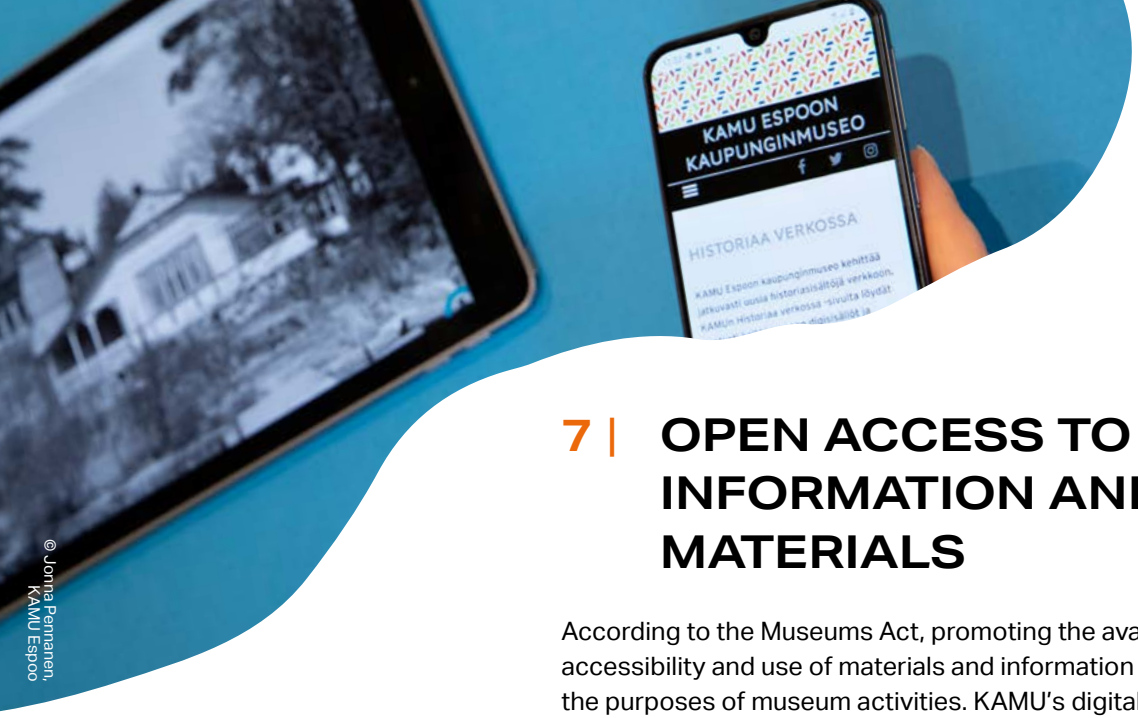
An accessible and high-quality digital service provided to the public online can be found easily and in a structured manner on KAMU's own website, and up-to-date information can be found using search engines. The service is easy to use, which means that it must usually be designed and implemented in a user-oriented manner. The digital service must be made available on the most common operating systems, internet browsers and their software versions, as well as various utilities and terminals. In the context of the service, there must be contact information that customers can find easily and use to obtain advice and support for using the service. A high-quality digital service is secure and its data protection is ensured in accordance with the General Data Protection Regulation of the European Union.

# 6 | SUSTAINABLE DEVELOPMENT

KAMU is a bold pioneer in making choices regarding the sustainable development of digital services and a fair data economy. Sustainable development is always taken into account at least at the level defined by legislation and the City of Espoo, and, if possible, also at a more specific level. The development and maintenance of the services are guided by the values of the UN's Agenda 2030 for Sustainable Development and the Museum Policy Programme. The design and usage methods promote ecologically, socially, economically and culturally sustainable digital services. In the future, KAMU's goal is to turn what sustainability means in digital services into a more concrete element.

KAMU strengthens understanding and competence supporting sustainable development by opening up cultural heritage information resources in digital form for use through information networks. Sustainable development is also taken into account technically, for example, in the visual design and use of the digital service or by using sustainable code.

Responsibility for taking sustainable development into account lies with the digital service product owner and the working group. At the design stage of the service, it is good to consider whether the same result can be achieved in another, more sustainable way. Sustainability is considered a criterion in the procurement and tendering of services whenever possible.

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# 7 | OPEN ACCESS TO INFORMATION AND MATERIALS

According to the Museums Act, promoting the availability, accessibility and use of materials and information is one of the purposes of museum activities. KAMU's digital services make materials and information available at least to the extent required by legislation and, where possible, even more widely available than the minimum requirement. KAMU also produces information services and commercial materials for sale to the public. These are not included in open access.

KAMU uses Creative Commons' public domain tools and copyright licenses for the open distribution of materials. If the copyright term of a particular work has expired, the digital reproduction of the work will be distributed without any restrictions on use. The Finnish Copyright Act obliges to comply with this principle only for materials digitised after the Act's entry into force, but KAMU also complies, when possible, with the principle in cases of previous digitisations (Section 49 a of the Copyright Act). The public domain designation is used if the work is copyright-free all over the world, otherwise the CC0 waiver is used.  Even when public domain tools are used, KAMU recommends that the user mentions the author and the museum.

Creative Commons copyright licenses are used to distribute copyrighted material. The licences are not valid if they are used for works that have no copyright. If the copyright of the work is valid and the museum owns the copyright, a digital copy is distributed under the Creative Commons Attribution (CC BY 4.0) license. The license enables extensive use of the material, which means that the images can be freely used, even for commercial purposes. However, the images may not be edited without permission. A condition for the use is that KAMU's name is mentioned in connection with the use.

If the copyright for the work is valid and the author still holds the copyright, the museum will, where possible, agree with the author or their representative on the use of the material in the museum's digital services or on the open sharing of the work. With regard to the materials to be saved in the collections, the museum always strives to obtain full access rights to the material.

The license applies to all resolutions of the work. The best available version of the digital copy of the work will be made available where possible. The essential cataloguing data of the work will be shared with a CC0 waiver, which is also a prerequisite for sharing the work through Finna and Europeana. If a work includes identifiable persons, the museum will take the protection of privacy into account when publishing the work. Upon publication, the museum will not present the subject in an offensive form or context. KAMU's publishing activities are guided by guidelines such as the current ICOM Code of Ethics for Museums.

# 8 | DEVELOPMENT OF DIGITAL SERVICES AS A WHOLE

Digital services form a clear and coherent entity that is an integral part of KAMU's entire service offering and implements KAMU's vision and mission in the best possible way. The digital services are developed with the same tools, processes and project models as KAMU's other operations. In order to achieve the desired result, the principles of service design and the LEAN principles can also be applied. These principles support the creation of clear, customer-oriented services that are in line with KAMU's goals.

KAMU's support cell Development and Maintenance of Digital Services follows the field of digital services and strives to identify trends related to customers' needs and ensure that the services are technically up to date. Customers' needs are regularly monitored by collecting customer data and having customers participate in the development of digital services. Digital services must be attractive and easy to find.

KAMU cooperates with organisations and networks related to museums' digital services. KAMU participates in cooperation projects with other museums in the development of digital services and strives to participate in cooperation networks and projects that promote the digitalisation of the city. KAMU appears on different digital platforms according to the relevant communications guidelines.

The digital competence of the staff is up to date and opportunities for competence development are widely offered at KAMU. Competence is developed not only in the technical use of digital services, but also in aspects such as the development of accessible and sustainable services. Through its activities, KAMU aims to encourage its staff to experiment and innovate, as well as to create a framework for their efforts. For example, KAMU can organise workshops related to experiments and innovations for its staff, customers and stakeholders. Experiences from experiments are documented and shared within KAMU, the city's cultural services and cooperation networks.

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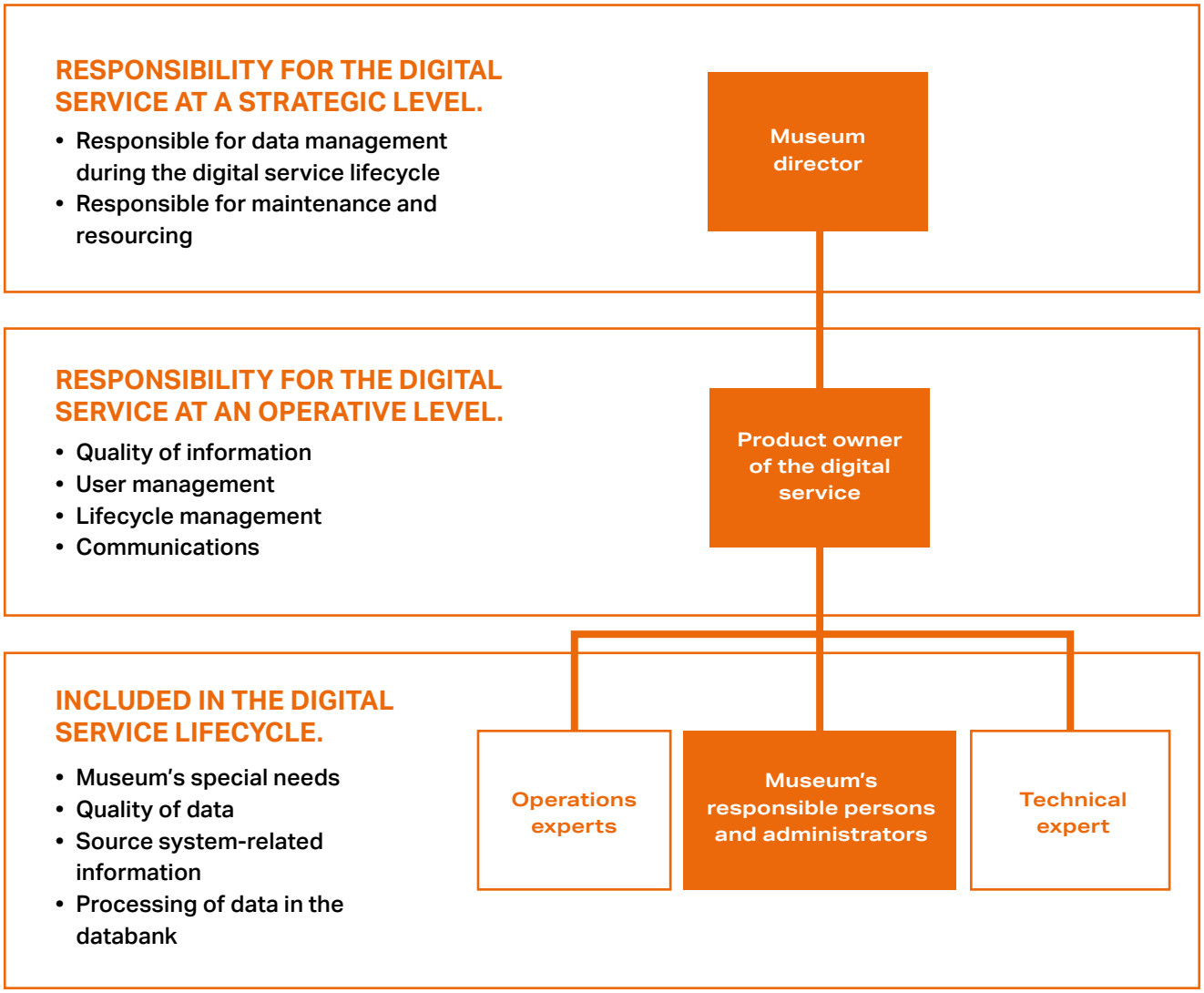
# 9 | OPERATORS AND RESPONSIBILITIES

In late 2023, the City of Espoo published a management model for data products. KAMU's digital services are data products described in the management model. These next two chapters describe how the management model for data products is applied in KAMU. If there are changes to the management model, they will also be taken into account in KAMU's digital policy.

In accordance with the data product management model, the responsibilities of the digital service during the lifecycle are divided between the museum director and the product owner. The lifecycle also includes operations experts, the museum's responsible persons and administrators, as well as a technical expert. The responsibilities are defined after the decision to launch the digital service has been made and they are recorded in the document "Description of the content of the data product". The product owner ensures that the document is updated if the responsible persons change.

The museum producer of digital services maintains information about which digital services KAMU uses and checks that a written description as defined in the management model for data products has been prepared of all of them. The overall entity of digital services is monitored by the support cell Development and Maintenance of Digital Services, which produces and maintains up-to-date user instructions, informs the staff about the instructions, monitors statistics and lifecycles and reports them to the product owners as needed.




Key roles related to the digital service in the responsibility tree.

In the case of digital services provided to the public and used internally by KAMU, the **museum director** is ultimately responsible for the digital service to be formed and the related data management during its lifecycle. The director is responsible for the maintenance and resourcing of digital service on a strategic level.

In the case of digital services provided to the public and used internally by KAMU, the role of the **product owner** is filled by the head of the Information Production and Information Services service unit and the museum producer of digital services. If a digital service is implemented as part of a project, the product owner is the project manager. The product owner of the digital support structures is a representative of the city's Information Management.

The product owner is responsible for the digital service at an operational level as well as the phases of the service lifecycle. The product owner ensures that the responsibilities of the service are clear and that the museum's responsible persons and administrators know their duties. In the most small-scale digital services, the product owner also fills the role of the project manager in the implementation of the service. The product owner is responsible for stakeholder communications. Ultimately, the product owner answers to the museum director for the final digital service.

**The museum's responsible persons and administrators** are the museum producer of digital services and, for each digital service, the staff members whose work the content of the service primarily concerns.  The museum's responsible persons and administrators are involved in the different stages of the lifecycle and carry out the related work tasks in accordance with a separately agreed division of responsibility. The support cell Development and Maintenance of Digital Services acts as a support for the museum's responsible persons and administrators.

Experts from Information Management or experts on the operations of the service act as the **operations experts**. Operations experts support the product owner in defining the details of their own field, as well as fulfilling the requirements of data protection and data definition in the implementation of the digital service. They also support the product owner throughout the entire lifecycle.

The **technical expert** is an expert of the service provider or Information Management. The term technical expert refers to the technical partner for whose platform the digital service will be created. The technical expert can be consulted when the service is being defined, but the technical expert's actual responsibilities begin with the implementation of the service and continue until the service is terminated.

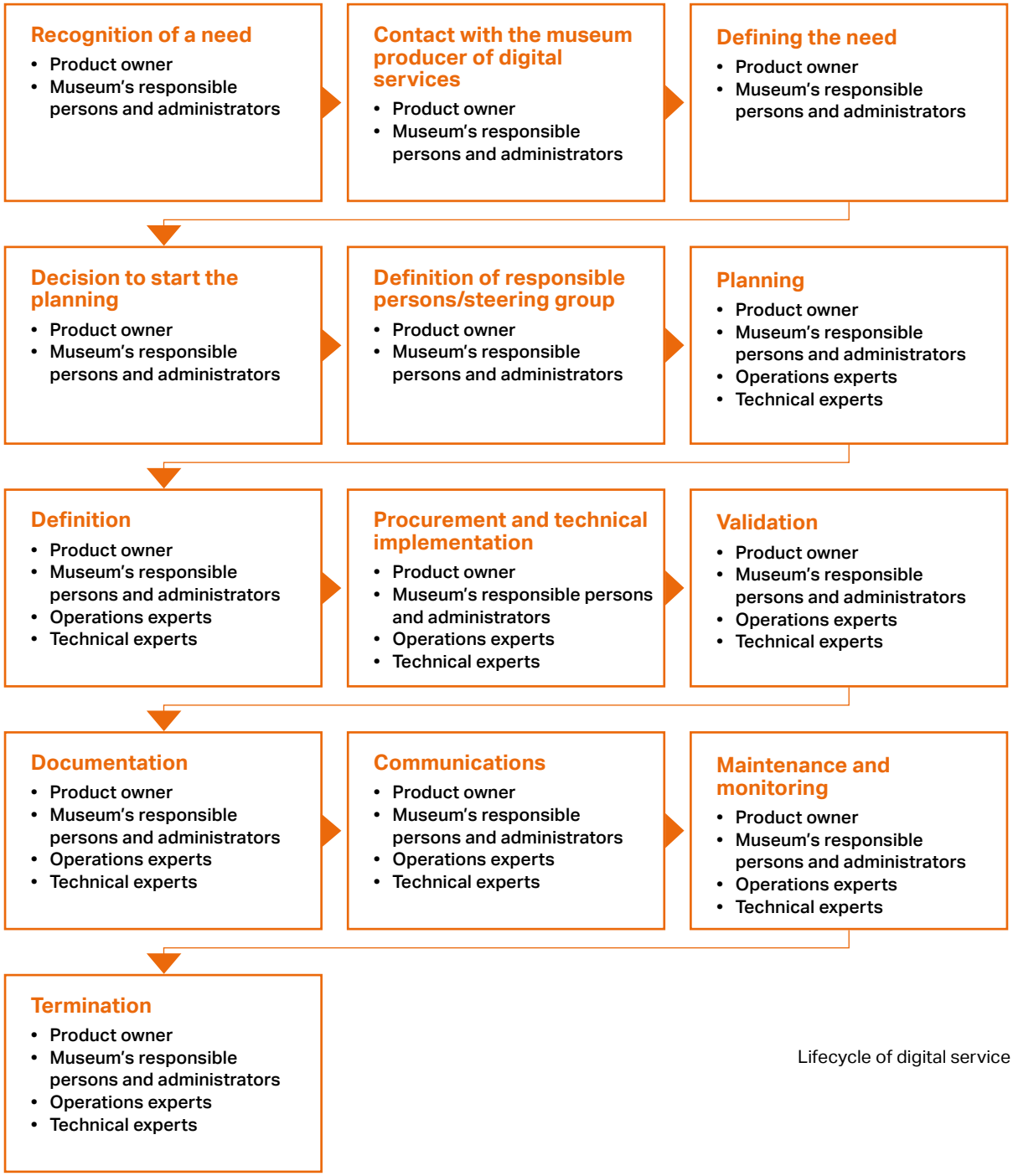
# 10 | LIFECYCLE OF DIGITAL SERVICE

The lifecycle of a digital service consists of several stages, which can also occur simultaneously. The lifecycle begins with the identification of a need and continues until the termination of the digital service. New digital services will be implemented according to their scale and in accordance with the museum's project model. In some cases, the lifecycle of the digital service continues even after the end of the implementation project.

A digital service is always created for a specific need. Immediately after the need is identified, the museum producer of KAMU's digital services is contacted, and they help define the need in more detail. If the digital service is small in scale and included in another project, such as an exhibition project, its implementation is decided in accordance with that project's practices in cooperation with the museum producer of digital services. In the case of large digital services, the idea is presented to the museum's management team and the museum director decides whether the planning of the digital service will be started.

After the decision, a steering group is formed and/or a digital service product owner and administrator(s) are appointed. They are responsible on an operational level for the digital service and the initiation of its management lifecycle. The product owner is responsible for the digital service at a higher level, and the other responsible persons take care of the tasks related to the service in practice. At the same time, a working group is also defined. The group will help with the design and maintenance of the service. The product owner and administrators are always involved in the working group. If necessary, content creators, a communications expert or other experts are also added to the group.

After the formation of the steering group and the appointment of the responsible persons, there are eight stages in the lifecycle of a digital service: planning, definition, procurement and technical implementation, validation, documentation, communications, maintenance and monitoring and termination. The lifecycle stages are partially overlapping.




Lifecycle of digital service

## LIFECYCLE OF DIGITAL SERVICE

1. **Recognising a need:** A member of the museum staff, a working group or a project detects a user-driven need, based on which an idea for a new digital service arises.

2. **Contact with the museum producer of digital services:** Whether it is a digital element for a physical exhibition, an online service or other digital service, the museum producer of digital services is contacted as soon as the idea arises. In this way, the idea can be developed through cooperation and its technical feasibility and compatibility with KAMU's existing service offering can be assessed.

3. **Defining the need:** Defining the need means exploring the idea more deeply. Under the leadership of the museum producer, the party that came up with the idea and other museum employees consider what will be done, for whom and why. Before a service can be decided on, it is necessary to define at least what the main features of the service are, what its target audience or internal target group is and in what way the service will promote the museum's goals. Users of the service are included in the definition.

4. **Decision to start the planning:** Any ideas for large-scale digital services are presented by the persons who made it to the museum's management team and the decision to start the planning of a new service is made by the museum director. Procurement decisions are made in accordance with the city's procurement rule (see section 8). Decisions on the implementation of projects' internal small-scale digital services (e.g. digital elements in physical exhibitions) are made in accordance with the project practices. Decision-making is supported by the decision-making models used by the museum (e.g. the funnel model).

5. **Definition of responsible persons/steering group:** Once a decision has been made, the museum director and management team assign for the digital service either responsible persons or a steering group, depending on the scale of the service. The persons responsible for the internal digital services of projects are defined in accordance with the project practices.

6. **Design:** The people in charge and the steering group plan the project schedule, budget, staff and other resources, necessary procurements and contracts, taking into account the museum's rules and principles, such as accessibility, licences, data protection, open access and sustainable development. Indicators for the monitoring and success of the service are defined according to the nature of the service (e.g. number of users, customer satisfaction, revenue). There is no separate budget for digital services; instead, they are included in the budget of the project or cell to which the service belongs.

7. **Definition:** The responsible persons and steering group define the more specific requirements. If the service requires procurements and competitive tendering, the necessary criteria are prepared. During the definition phase, the users of the service are also taken into account and, if possible, they are involved in the design of the service. In the definition phase, the contents and script or other description of the service are drawn up, depending on the nature of the service. The different dimensions of the service are defined: how interactivity is achieved, what kind of language versions are needed, how photographing or other implementation takes place, what kind of user information is wanted from the service and what is the service lifecycle.

8. **Procurement and technical implementation:** Purchases related to digital services are made in accordance with the City of Espoo's procurement guidelines. Any competitive tendering is held under the leadership of the product owner. The service is implemented in cooperation between museum staff, the city's Information Management and the service provider. The museum produces the information required by the service. The responsible persons take care of the training required by the service as well as other necessary arrangements.

9. **Validation:** The operation and content of the digital service are validated by the museum and, if necessary, Information Management and the service supplier before the introduction of the service. Users are included in the testing of the service where possible.

10. **Documentation:** Documentation must be taken care of throughout the entire lifecycle. Regardless of the scale of each digital service, a description of the content of the data product pursuant to the Information Management instructions must be made. The product owner is responsible for producing the document and the document is filled in by the responsible persons appointed by the product owner. The document must include a description of the digital service, metadata, lifecycle and maintenance events, data flows and data model, content information and structure, roles and responsibilities, and user management. The document template is available from Information Management. The document "Description of the content of the data product" is completed in KAMU, even if Information Management does not require it. The documentation requirement also applies to exhibition technology. It is also good to document any meetings, decisions and agreements, and, if necessary, ensure that statistics are made. The product owner or project manager takes care of the budget monitoring of the project and documents the invoices, if necessary.

11. **Communications:** The persons responsible for the digital service take care of the necessary communications internally and externally in cooperation with a communications expert throughout the entire lifecycle.

12. **Maintenance and monitoring:** Maintaining a digital service includes the maintenance, development and content updates, as well as the monitoring of the operation, necessity and up-to-date nature of the service. When the service is being developed, the development work also follows this same lifecycle model when necessary. Maintenance is the responsibility of the person responsible who is defined in the description of the data product. The person responsible also observes legislation and the city's guidelines and ensures that the services are changed to reflect any changes to the guidelines. The digital service is monitored using the indicators selected at the planning phase.

13. **Termination:** A service is terminated when it reaches the end of its predetermined lifecycle, or it has been deemed unnecessary on the basis of monitoring data, or there are problems with its use that parties involved in the service cannot or do not want to correct through development. The decision to terminate the service is made by the product owner or, if necessary, the museum director. The termination is carried out with the help of a technical expert. The product owner must ensure that the archiving and saving of the service to be terminated is carried out appropriately.

# 11 | IMPLEMENTATION, ASSESSMENT AND MONITORING OF DIGITAL POLICY

The digital policy is observed at KAMU as soon as it is published. The digital policy will be published on KAMU's website and its content will be reviewed at the museum's joint events. Introduction to the digital policy is part of the onboarding programme for new employees, and the employee's supervisor is responsible for the implementation of the introduction. Interpretations related to the digital policy and possible unclear situations are solved according to the situation either in the support cell Development and Maintenance of Digital Services or within KAMU's management team. The support cell reviews the digital policy at its annual meeting and proposes any necessary amendments to KAMU's management team. For example, the Digital Audience Work section of the MOI self-assessment model can be used to assess the success of the digital policy.

The support cell Development and Maintenance of Digital Services monitors and assessed the overall entity of digital services and the success of the digital policy at regular intervals. The responsible persons report on the digital service processes and the implementation of the lifecycle to the support cell at least annually or when changes occur. The support cell initiates an annual monitoring process and determines, in cooperation with the other participating cells, the data that are collected from digital services and turned into statistics. The responsible persons report the data according to the agreed schedule and the support cell monitors the implementation of the whole.

# 12 | DIGITAL SERVICES CHECKLIST FOR DEVELOPERS

The attached checklist includes the most important aspects of the development of a digital service. You can use the checklist at any stage of the development of the digital service. Most of the items on the list apply to all digital services, but for some services, not all aspects are relevant. Check that the perspectives included in the list have been taken into account or justify if a perspective is not relevant to the digital service being development.

**DOES THE DIGITAL SERVICE INCLUDE THE FOLLOWING ASPECTS:**

- ☐ Designed as part of a service ensemble
- ☐ Designed in a user-based and boldly innovative manner
- ☐ Produces, in cooperation with local residents, information, experiences and agency relating to Espoo's cultural heritage.
- ☐ Designed for a specific target group
- ☐ Experience-oriented
- ☐ Sustainable
- ☐ Includes diverse perspectives
- ☐ Accessible
- ☐ User-friendly
- ☐ Interactive
- ☐ Promotion of KAMU's impact goals
- ☐ Technically up to date
- ☐ Implemented with carefully chosen partners
- ☐ Openly shared content and information
- ☐ Development experiences shared in the work community
- ☐ Lifecycle planned from start to finish
- ☐ Completed "Description of the content of the service" document
- ☐ Defined monitoring indicators (e.g. number of users, customer satisfaction, profit)

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