March 2025
Tokyo Metropolitan Government

Speedy
Clear
QOS
Open
Agile
Design

シン・トセイX
SHIN-TOSEI X

Strategy for the Structural Reform of TMG to Upgrade QOS 2.0

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   ② Realize all childcare support services on a Once-Only and One-Stop basis
2. Education
   ① Support learning of children and empower teachers through DX in education
3. Healthcare and welfare
   ① Realize "connected healthcare" by further promoting DX in healthcare
   ② Expand the TMG's guidance and inspection system as a "Japan model" nationwide
   ③ Realize Once Only and One-stop services for information on business places in the healthcare and welfare fields
   ④ Provide required support through digital tools and enhance watching over of the elderly
4. Disaster prevention
   ① Reinforce the capabilities of protecting the lives and life of the citizens of Tokyo through the integrated and seamless utilization of disaster information
   ② Realize seamless support by integrated management of information on disaster victims
5. Urban development
   ① Solve urban problems by developing an environment where diverse geospatial data can be utilized seamlessly
   ② Realize a one-stop service for real estate procedures in throughout Tokyo
6. Environment
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   ② Collect, analyze, and transmit information on natural environments in wide areas
   ③ Back up environmentally friendly actions throughout Tokyo
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5. Transmit achievements and successful cases of SHIN-TOSEI in an effective and easy-to-understand manner
6. Drive social transformation from one of support centers for startups
7. Promote open innovation with the participation of the citizens of Tokyo
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From SHIN-TOSEI to “SHIN-TOSEI X”

○ “**SHIN-TOSEI**” launched in August 2020 has promoted the structural reform of TMG based on DX (digital transformation) aimed at **developing an infrastructure for the “digital government of TMG” by FY2025** and **steadily achieved results**.

○ In order for “SHIN-TOSEI” to make a further leap toward **improvements in QOS (quality of service) that truly benefit residents**, it is important to introduce DX which has been promoted by **each department/bureau or project across organizations and areas** .

○ For these reasons, the TMG **modifies** SHIN-TOSEI **to “SHIN-TOSEI X”** which targets 2035 in tune with the formulation of the “**Tokyo 2050 Strategy**” aimed at realizing the vision for the 2050’s and **transforms its structural reform into a next stage**.

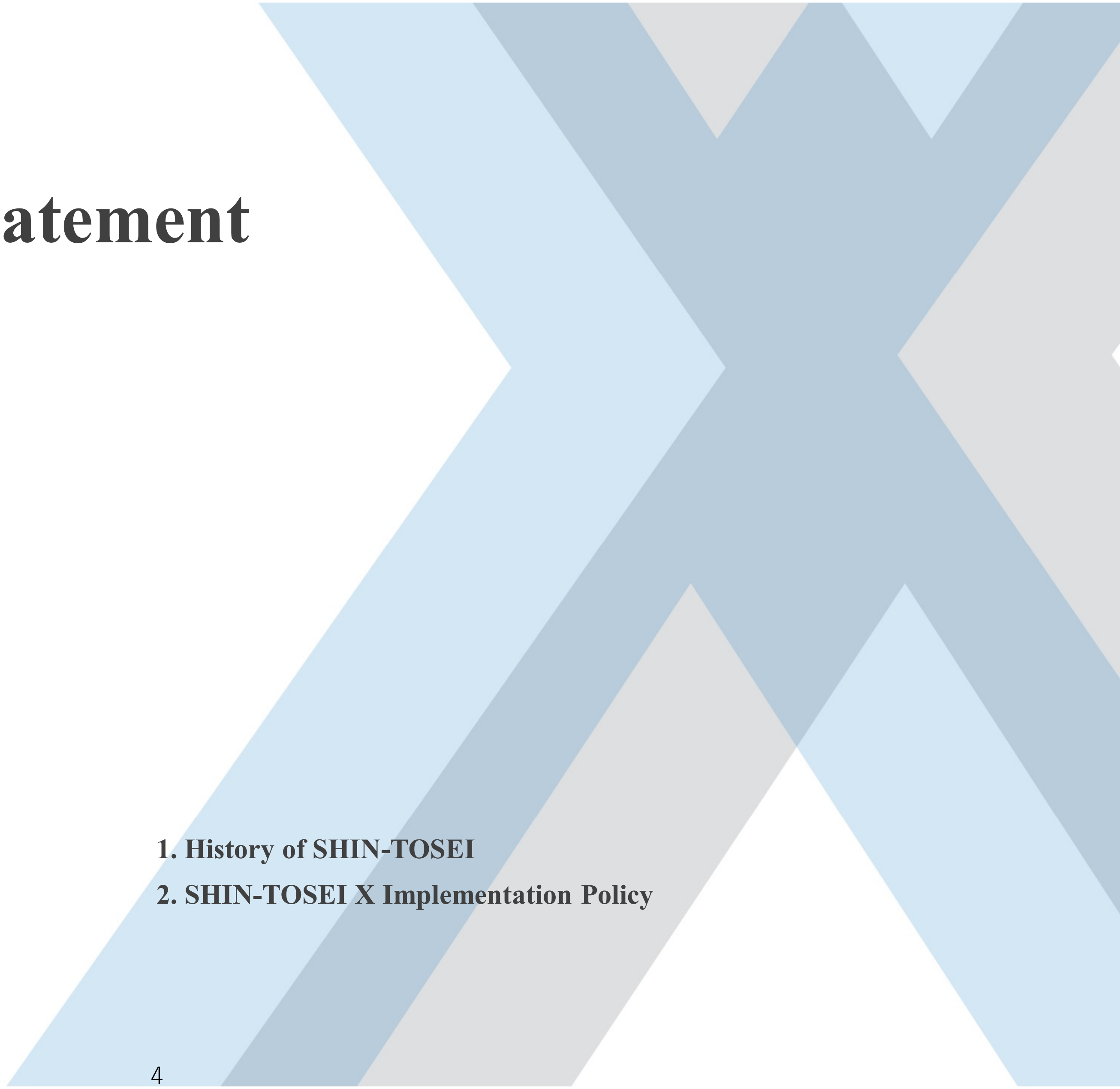
○ “**X**” transmits the following concepts.

- “**Transformation**”: Evolution from **digitalization (D) to digital transformation (DX) for the purpose of realizing the structural reform**
- “**Cross**”: Creation of newvalues through **cooperation and collaboration beyond the borders of different organizations and areas**
- “**Expand**”: Expansion of efforts made by respective departments/bureaus in TMG and **in collaboration with the national government, municipalities, and the private sector**
- **“Unknown”: Courageous challenge for the introduction of new technologies and efforts** to create a future beyond our imagination

○ **The pillar of the new structural reform is “Policy DX”**. “Policy DX ” will be promoted in the entire TMG, **starting from the leading projects**, for the purpose of **speeding up problem-solving and improving the efficiency of operations through DX across organizations and areas,** thereby **increasing “you time” (personal time)** of the citizens of Tokyo, businesses, and TMG employees.

○ **Building upon the spirit of “SHIN-TOSEI” and the past efforts such as open government and workstyle transformation, the entire TMG** will be committed to tirelessly improving its QOS to improve Quality of Life (QOL) of the citizens of Tokyo in a productive environment where each employee can take advantage of potential under the slogan, “**SHIN-TOSEI X**”.

Chapter 1 General statement



1. **History of SHIN-TOSEI**
2. **SHIN-TOSEI X Implementation Policy**

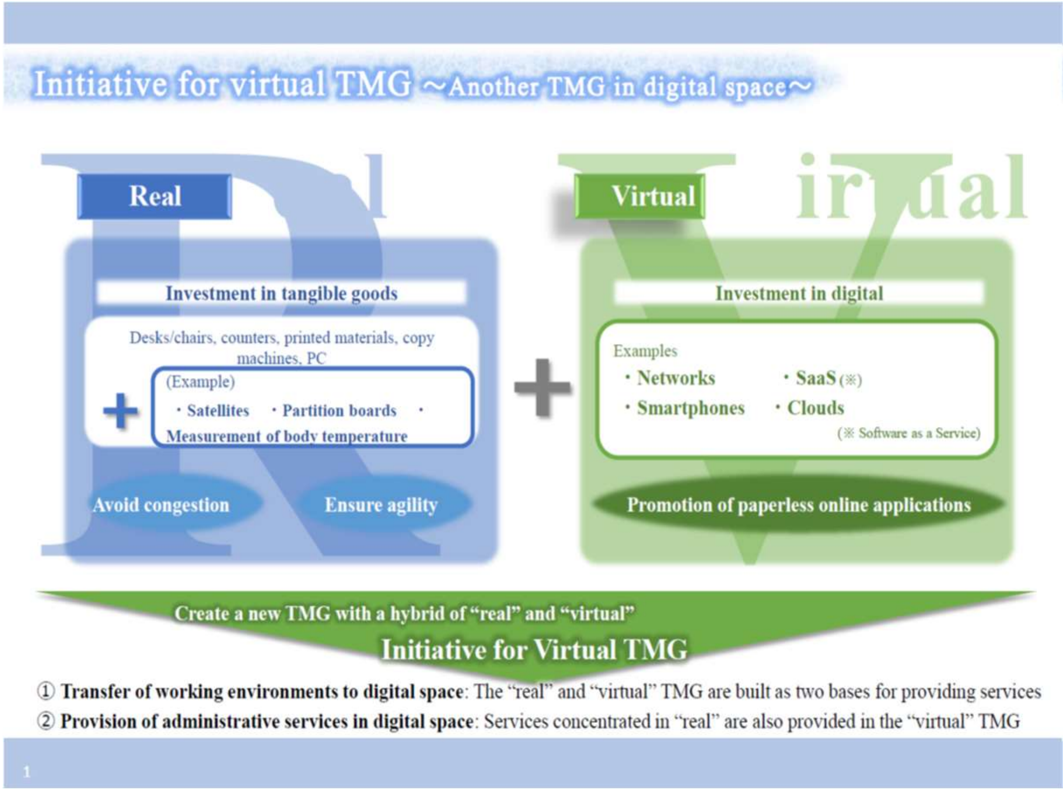
Achievements of “SHIN-TOSEI”

Real
+
Virtual

○ **The SHIN-TOSEI Strategy for the Structural Reform of TMG to Upgrade QOS** announced in March 2021 presented an initiative for “Virtual TMG” to create a new TMG with **a hybrid of “real” and “virtual”** and listed a goal of **building the infrastructure for the digital government of TMG” by fiscal 2025**.

○ We have realized the “**provision of administrative services in digital space**” and “**transfer of working environments to digital space**”, advocated four years ago, thanks to the efforts by the entire TMG and the collaboration with diverse stakeholders. As result, the infrastructure for the digital government was built.

Excerpts from the “SHIN-TOSEI Strategy for the Structural Reform of TMG to Upgrade QOS” (March 2021)



Initiative for virtual TMG ～Another TMG in digital space～

Real

Investment in tangible goods

Desks/chairs, counters, printed materials, copy machines, PC

(Example)
・Satellites ・Partition boards ・
Measurement of body temperature

Avoid congestion
Ensure agility

Virtual

Investment in digital

Examples
・Networks ・SaaS (※)
・Smartphones ・Clouds
(※ Software as a Service)

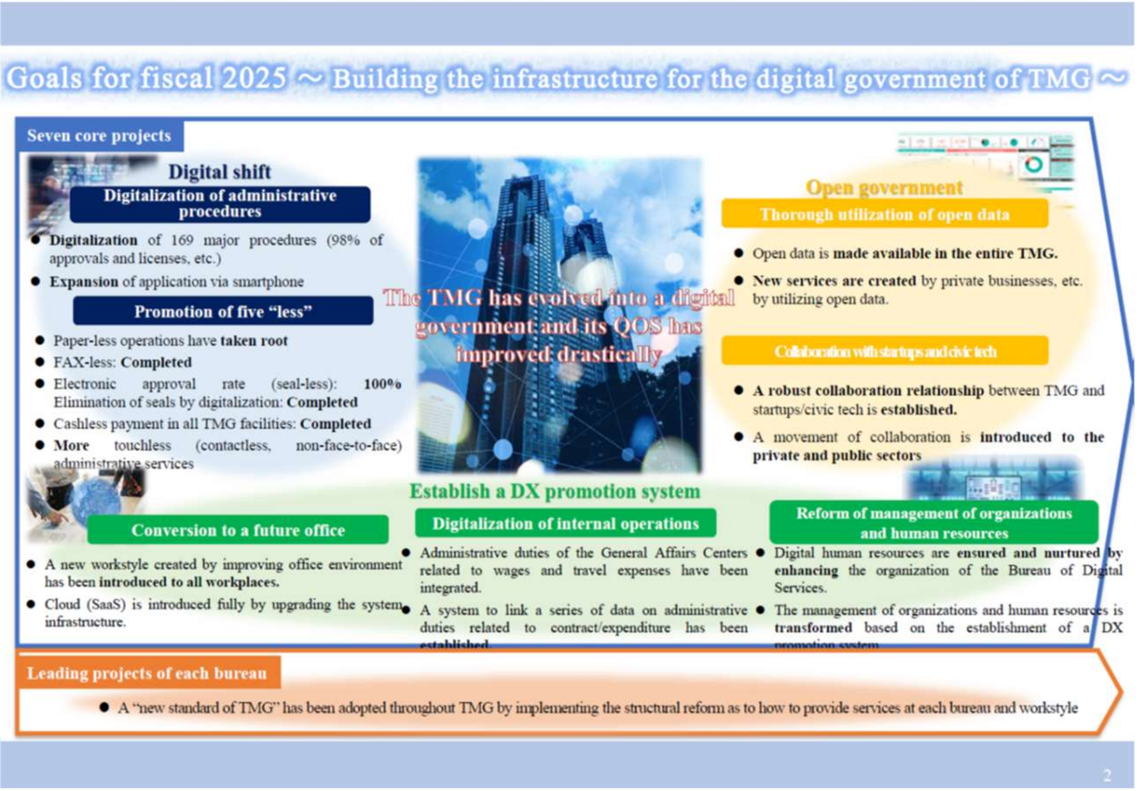
Promotion of paperless online applications

Create a new TMG with a hybrid of “real” and “virtual”

Initiative for Virtual TMG

① **Transfer of working environments to digital space**: The “real” and “virtual” TMG are built as two bases for providing services

② **Provision of administrative services in digital space**: Services concentrated in “real” are also provided in the “virtual” TMG



Goals for fiscal 2025 ～ Building the infrastructure for the digital government of TMG ～

Seven core projects

Digital shift

Digitalization of administrative procedures

- **Digitalization** of 169 major procedures (98% of approvals and licenses, etc.)
- **Expansion** of application via smartphone

Promotion of five “less”

- Paper-less operations have **taken root**
- FAX-less: **Completed**
- Electronic approval rate (seal-less): **100%** Elimination of seals by digitalization: **Completed**
- Cashless payment in all TMG facilities: **Completed**
- **More** touchless (contactless, non-face-to-face) administrative services

The TMG has evolved into a digital government and its QOS has improved drastically

Open government

Thorough utilization of open data

- Open data is **made available in the entire TMG.**
- **New services are created** by private businesses, etc. by utilizing open data.

Collaboration with startups and civic tech

- **A robust collaboration relationship** between TMG and startups/civic tech is **established.**
- A movement of collaboration is **introduced to the private and public sectors**

Establish a DX promotion system

Conversion to a future office

- A new workstyle created by improving office environment has been **introduced to all workplaces.**
- Cloud (SaaS) is introduced fully by upgrading the system infrastructure.

Digitalization of internal operations

- Administrative duties of the General Affairs Centers related to wages and travel expenses have been integrated.
- A system to link a series of data on administrative duties related to contract/expenditure has been established.

Reform of management of organizations and human resources

- Digital human resources are **ensured and nurtured** by **enhancing** the organization of the Bureau of Digital Services.
- The management of organizations and human resources is **transformed** based on the establishment of a DX promotion system.

Leading projects of each bureau

- A “new standard of TMG” has been adopted throughout TMG by implementing the structural reform as to how to provide services at each bureau and workstyle

Building the infrastructure for the digital government of TMG ① - Core project -

Real
+
Virtual

The entire TMG has worked on **the core projects** to promote the structural reform and **reviewed its workstyle in the past from scratch.**

Digital shift

5 less

Achievements

Paper-less ＜Quantity of copy papers procured＞

▲72%

About 200 million → **About 56.95 million**

(Fiscal2016) (Fiscal 2022)

FAX-less ＜Number of FAX sent (comparison of March)＞

About 53,000 → **About 500**

(Fiscal 2019) **▲99.1%** (Fiscal 2021)

Seal-less ＜Online approval rate (data of March)＞

※Excluding non-applicable cases

12.3% → **99.8%**

(Fiscal 2016) (Fiscal 2022)

Cashless ＜78 facilities used by the citizens of Tokyo)＞

46% → **100%**

(Fiscal 2019) (As of the end of fiscal 2021)

Touchless Administrative consultation meeting: **About 100**

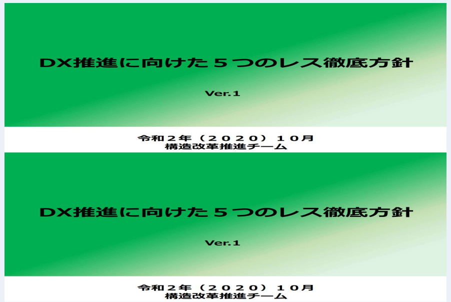
Explanatory meeting/lecture: **About 300**

(As of the end of September 2022)

Major efforts

October 2020: The principle for thorough introduction of five "less" was formulated

Based on this principle, the entire TMG has accelerated the efforts.



DX推進に向けた５つのレス徹底方針

Ver.1

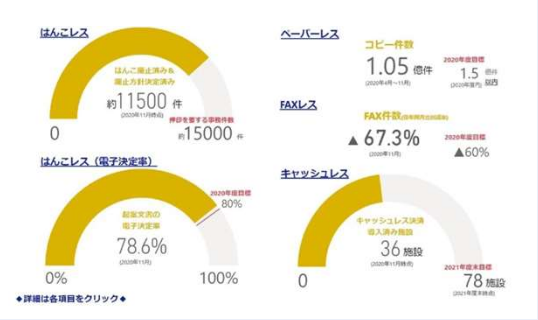
令和２年（２０２０）１０月
構造改革推進チーム

DX推進に向けた５つのレス徹底方針

Ver.1

令和２年（２０２０）１０月
構造改革推進チーム

A dashboard was made public to visualize the progress of the efforts (November 2020)


はんこレス
はんこ廃止済み＆廃止方針決定済み
約11500 件
0
押印を要する事務件数
約15000 件
ペーパーレス
コピー件数
1.05 億件
2020年度目標
1.5 億件以内
FAXレス
FAX件数
▲67.3%
2020年度目標
▲60%
はんこレス（電子決定率）
2020年度目標
80%
78.6%
0%
100%
キャッシュレス
キャッシュレス決済導入済み施設
36 施設
0
2021年度末目標
78 施設
◆詳細は各項目をクリック◆

It has been upgraded in accordance with the progress

A new workstyle has been introduced so that employees can carry out their operations digitally

Introduction of monitors and PCs for online meetings

Implementation of digital tools and cloud storage

Digital shift

Digitalization of administrative procedures

Achievements

Digitalization rate of administrative procedures

5% (As of the end of September 2020) → **82%** (As of the end of December 2024)

The digitalization rate of the procedures which can be handled by the TMG: **100% by fiscal 2026**

Major efforts

東京デジタルファースト推進計画

April 2021
Enforcement of the TMG Ordinance on Digital First Initiatives
All administrative procedures have been digitalized

July 2021
Formulation of the TMG Digital First Promotion Plan

By improving the application platform, etc.

70% of the goal for the first phase was achieved

March 2024 A plan for the second phase was formulated

Improvement of counter service

Achievements

Number of counters where improvement measures have been taken

BPR is introduced **at the prototype counters (about 120)**
Fiscal 2023

→ **All counters** (about 1,000) were reformed in fiscal 2025

"No waiting, no writing, and cashless" counter service is realized

Major efforts

"Guideline for Efforts for Improvement of Counter Service" was formulated (March 2024)

東京都
窓口業務改善に向けた取組指針
2024年3月
デジタルサービス局

A circle of improving counter service has expanded by applying the guideline extensively and taking advantage of creativity at each workplace

To realize "no waiting, no writing, and cashless" counter service, an online reservation system and cashless terminals were introduced, and tablets which allow users to fill in application forms at counter were introduced.

Thorough service design

Achievements

Number of user tests conducted

48 (Fiscal 2021) → **190** (Fiscal 2023)

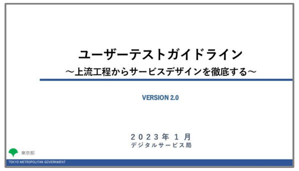
User testing is conducted on all digital services from fiscal 2024

Major efforts

August 2021
The User Test Guideline was formulated

ユーザーテストガイドライン
VERSION 1
令和３年８月
デジタルサービス局

January 2023
The Guideline was revised


ユーザーテストガイドライン
～上流工程からサービスデザインを徹底する～
VERSION 2.0
２０２３年１月
デジタルサービス局
東京都
TOKYO METROPOLITAN GOVERNMENT

- **"Research" and "prototyping" conducted in the upstream processes of development were newly included in the user testing conducted by TMG.**
- In addition, the standard operating procedure for user testing was created.

March 2024
The User Test Guideline was integrated into the Service Design Guideline

サービスデザイン
ガイドライン
VERSION 2.0

Open government

Achievements

Major efforts

Collaboration with startups

Number of collaboration cases

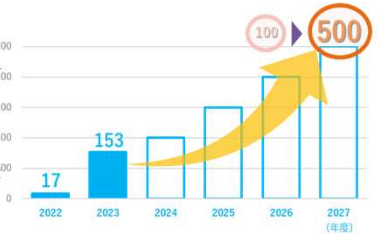
17

(Fiscal 2022)

186

(As of the end of December 2024)

The effort is accelerated by raising the target of collaboration with startups five times through enhancing the project to support public-private collaboration.



現場対話型
スタートアップ協働プロジェクト
スタートアップの知恵 × 現場の力

Since fiscal 2023

A total of **30** projects have been carried out.

スタートアップのみなさまの
自由な提案
募集します

Each Bureau examines proposals without obligation solicited from startups and introduces them on a pilot basis.

KING SALMON PROJECT

Since fiscal 2019

A total of **16 startups** have been selected.

UPGRADE with TOKYO

Since fiscal 2019

44 times in total

Number of projects created

50 in total

(As of the end of December 2024)

Governor's Cup Open Data Hackathon

Number of proposals submitted in the Governor's Cup Open Data Hackathon

41

(Fiscal 2021)

106

(Fiscal 2024)

都知事杯
Open Data
Hackathon

Number of applicants Since fiscal 2021 **2,193** in total

Number of services launched Since fiscal 2021 **19** in total

Open data

Number of cases in which data is disclosed on the catalogue site

About **40,000**

(As of the end of March 2021)

About **72,000**

(As of the end of December 2024)

Rate of disclosure of internal data with strong demand in the private sector

33.5%
(About 7,700 cases)
(Fiscal 2023)

60%
(About 13,800 cases)
(Fiscal 2024)

Internal data on about 23,000 cases with high demand in the private sector will be **disclosed 100% by fiscal 2025.**

March 2017
The catalogue site was launched

東京都
オープンデータ
カタログサイト

- **Use cases of open data are introduced**
- **The check function is introduced to improve data quality**

The site was upgraded in March 2022

TOKYO OPEN DATA
東京都 オープンデータカタログサイト

民間ニーズを把握

Round table
(Fiscal 2020~)

OPENDATA COMMUNITY

Tokyo Open Data Community

Example of the development of services using data

A search site in which users can search for sport facilities that match their conditions

Establishment of a DX promotion system

Achievements

Development of futuristic Office

Total number of departments which have been converted into futuristic Office

2
(Fiscal 2020)

96
(Fiscal 2024)

In fiscal 2025, **all departments** in TMG (**expected to be 123 departments**※) will be converted futuristic Office

※As of the end of 2025

Introduction of digital tools

Number of digital tools introduced

5 tools
(Fiscal 2022)

Since fiscal 2024
A total of **10 tools are in operation**

Dashboard, no-code development tool, AI chatbot, AI speech-to-text tool, etc.

Utilization of Teams

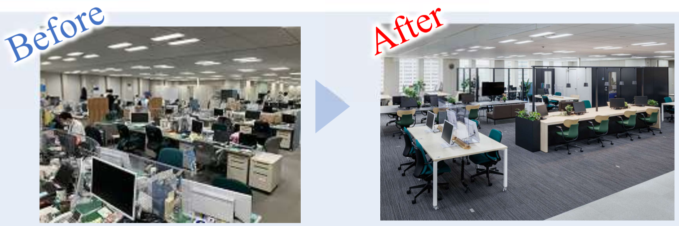
Number of Web meetings

About 28,000 times
(Latter half of fiscal 2022)

About 87,000 times
(First half of fiscal 2024)

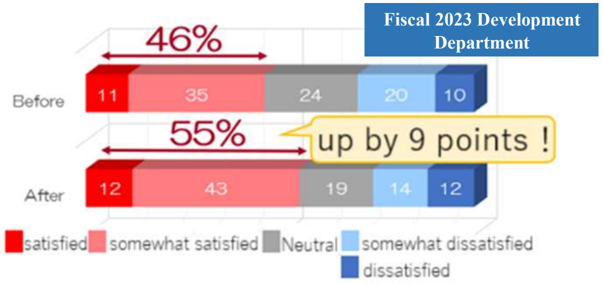
Major efforts

A futuristic Office has been introduced whose layout can be modified flexibly by transforming the workstyle which used to be restricted by desks, land-line phones, and paper


Before
After

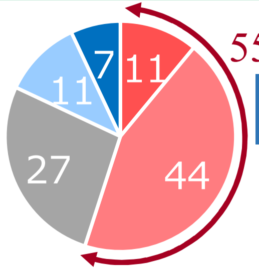
Satisfaction level of physical office environment

Fiscal 2023 Development Department



<Major opinions>
○ I can work in a quiet booth when I need to concentrate.
○ There are sufficient meeting spaces.

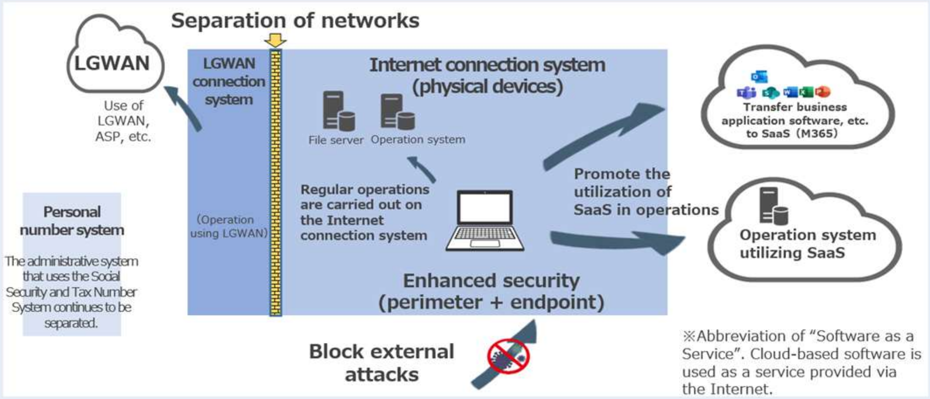
Has productivity of operations improved compared to the former office?



Employees who work at futuristic Office as of the end of fiscal 2023

Number of respondents: 2,514

The systems infrastructure used by TMG employees has been converted drastically into a convenient cloud environment


Separation of networks
LGWAN
Use of LGWAN, ASP, etc.
LGWAN connection system
(Operation using LGWAN)
Internet connection system (physical devices)
File server
Operation system
Regular operations are carried out on the Internet connection system
Promote the utilization of SaaS in operations
Transfer business application software, etc. to SaaS（M365)
Operation system utilizing SaaS
Enhanced security (perimeter + endpoint)
Block external attacks
Personal number system

The administrative system that uses the Social Security and Tax Number System continues to be separated.

※Abbreviation of "Software as a Service". Cloud-based software is used as a service provided via the Internet.

Establishment of a DX promotion system

Achievements

Major efforts

Business Process Re-engineering at business places

Number of business places that work on Business Process Re-engineering

About 250
(Fiscal 2023)

Total
About 480
(Fiscal 2024)

The reforms will be introduced in all (about 600) business places in fiscal 2025.

The business places on the frontline of service have worked on Business Process Re-engineering utilizing digital tools.

The practical guide on cases of efforts for promoting DX at business places was created and publicized (November 2024).

東京都 TOKYO METROPOLITAN GOVERNMENT

事業所のデジタルを活用した業務改革
（事業所DX）実践ガイド

VERSION 1.0

令和６年（2024年）11月　東京都デジタルサービス局

Review of analogue regulations

Regulations reviewed

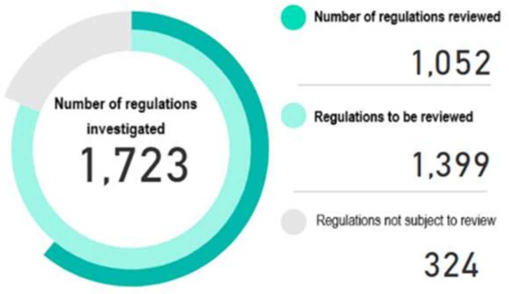
Among regulations that require visual inspections or presentation of paper documents under ordinances, etc., about 80% have been reviewed.

409
(As of the end of March 2024)

1,052
(As of the end of November 2024)

Analogue regulations will be reviewed by the end of fiscal 2025

Dashboard that visualizes the progress was released



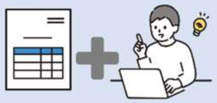
As of the end of November 2024

■Example of review of the obligation to present documents

Official documents as a special tax collector can be presented at a golf course or on the website.

(Before) **Presentation of document** at a golf course

(After) Posted also **on the website**



Securing of digital human resources

Number of ICT employees

※ Including GovTech Tokyo

7
(As of August 1, 2019)

260
(As of December 1, 2024)

東京都
デジタル人材確保・育成基本方針
ver.2.0

東京都デジタルサービス局

- ➢ The Digital Service Bureau was established in April 2021, and the GovTech Tokyo in July 2023.
- ➢ **The Basic Principle was revised** in response to the establishment of GovTech Tokyo, etc. (March 2024).
- ➢ **The Digital Service Bureau and GovTech Tokyo strengthened the effort for nurturing digital human resources who lead DX** throughout Tokyo.

Building the infrastructure for the digital government of TMG ② - Independent efforts by each Bureau -

Real
+
Virtual

The structural reform as to how to **provide services** at each Bureau and **workstyle has progressed thanks to independent efforts made by each bureau. As a result, a "new standard for metropolitan administration" has been adopted throughout TMG**

■ Major efforts for transforming how to provide services such as enhanced convenience of services for the citizens of Tokyo

Project to promote the utilization of the TMG Bureau of Waterworks app【Bureau of Waterworks】

水との暮らしをスイスイと
東京都水道局アプリ
2022年10月リリース! ダウンロード・登録をお願いします!

The procedures can be carried out **at any time from smartphones (on a 24-hour basis)**, for example, the start of use of water when someone moves to another house.

Its functions have been enhanced and UI/UX improved based on opinions sent by users!

User review: App Store	**4.5** points
Google Play	**4.2** points

(As of the end of December 2024)

About 1.97 million users have subscribed!

As of the end of 2024

"Smart metropolitan tax" project【Bureau of Taxation】

いつでも、どこでも
簡単に!
東京都
すぐできる!
キャッシュレス
納税

Cashless payment is accepted to pay metropolitan tax **anywhere and anytime**!

【Cashless payment of fee】
The fee for issuance of certificates, etc. can now be paid cashless!

40.0%

Performance in fiscal 2019

Up 8.5% in four years!

Cashless payment rate of metropolitan tax

48.5%

Performance in fiscal 2023

Project of online application for public housing【Office for Housing Policy】

It has become possible to **apply for public housing online**!

Project to improve the comprehensive public housing management system
A system for procedures used by those who live in **about 250,000 public housing complexes** is under construction.

Online application rate

About 90%

(solicited every month)

Performance in fiscal 2023

Commuter pass Web reservation system【Bureau of Transportation】

もう並ばない!
TOEI
スマート
定期券予約
QRコードですぐ受取り!

Your commuter pass can be issued by automatic ticket machine by pre-booking through smartphone/PC.

【Place of purchase】
Commuter pass counters (13 stations)
➡ **Automatic ticket machines (109 stations)**
【Time for purchase】
Within the working hours of counters
➡ From the first train to the last train

Your commuter pass is issued instantly without forming a line at the counter

■ Major efforts for transforming workstyle through efficient operations

DX project at ports of isolated islands【Bureau of Port and Harbor】

Image sent from live camera
(Oshima Motomachi port)

Drone

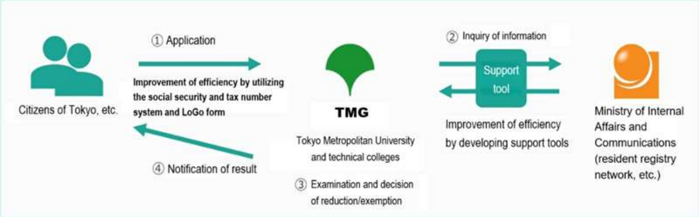
Data on disaster-affected areas **is integrated** swiftly from live cameras and drones and **shared on a real-time basis** to streamline disaster recovery works

Number of days required to assess the situations after a disaster

Target: 10 days shorter

※Estimation based on an example of the calculated timeline

Project to link the social security and tax number system to administrative works of Tokyo Metropolitan University, etc. for administrative duties related to the reduction and exemption of tuition fees【Bureau of General Affairs】



Citizens of Tokyo, etc.
① Application
Improvement of efficiency by utilizing the social security and tax number system and LoGo form
④ Notification of result
TMG
Tokyo Metropolitan University and technical colleges
③ Examination and decision of reduction/exemption
② Inquiry of information
Support tool
Improvement of efficiency by developing support tools
Ministry of Internal Affairs and Communications (resident registry network, etc.)

The introduction of online application and linkage of information using the social security and tax number help the procedures for application and administrative duties for examination be streamlined!

Reduction in application documents

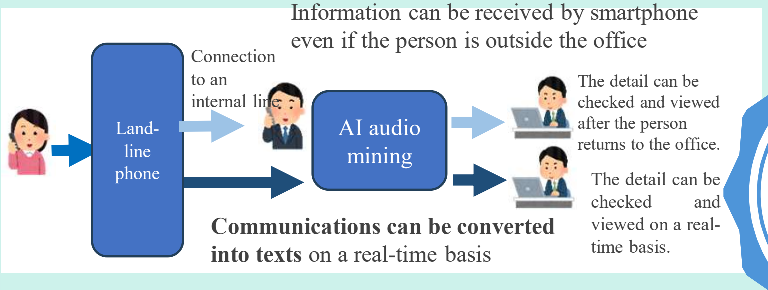
36,000 per year

Project to operate the Expropriation Commission utilizing digital tools【Expropriation Commission Secretariat】

New digital tools are introduced to the Expropriation Commission to realize more effective sharing of information and materials

For example･･･
Reduction in the time required for holding the Expropriation Commission: About 50 hours/year

Project to streamline operations of child consultation centers utilizing digital tools【Bureau of Social Welfare】



Information can be received by smartphone even if the person is outside the office

Land-line phone
Connection to an internal line
AI audio mining

The detail can be checked and viewed after the person returns to the office.

The detail can be checked and viewed on a real-time basis.

Communications can be converted into texts on a real-time basis

The efficiency of operations of child consultation centers has improved by utilizing **AI audio mining tool**.

Reduction in the time for creating records of phone calls
5,500 hours per year (estimation)

※Example of Tachikawa Child Consultation Center

1 History of SHIN-TOSEI 1

From “SHIN-TOSEI” to “SHIN-TOSEI X”

Dramatic improvement of service quality through “Policy DX”

Phase 3.0

“Policy DX” across organizations and areas

- ■ BPX (Business Process Transformation across organizations and areas)
- ■ three basic digital principles (Digital First, Once Only, Connected/One-Stop), etc.

シン・トセイX
都政の構造改革QOSアップグレード戦略2.0

March 2025

Phase 2.0

High-quality services

- ■ Digitalized administrative procedures
- ■ Improvement of counter service
- ■ Implementation of user testing, etc.

シン・トセイ4
都民が「実感」できるサービスの質向上へ

January 2024

Open & Flat
シン・トセイ3

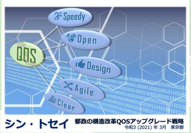
March 2023

Phase 1.0

Departure from analogue environment

- ■ Paper-less, FAX-less, seal-less, cashless, etc.

February 2022


Speedy
Open
Design
Agile
Clear
QOS
シン・トセイ

March 2021

August 2020: Kickoff

Building the infrastructure for the digital government of TMG

Real
+
Virtual

2. SHIN-TOSEI X Implementation Policy − Advancing “policy DX” to dramatically improve the QOS of the TMG −

Under the SHIN-TOSEI X strategy, the Tokyo Metropolitan Government (TMG) will carry on and enhance existing structural reforms and the **measures laid out in the original SHIN-TOSEI strategy, centering on core projects** for advancing TMG-wide reforms.
The TMG will also strongly drive **“policy DX” across organizations and areas** for **improvements in QOS (quality of service) that truly benefit residents.**

All digital services upgraded to be more **user-friendly** and **appealing**

Citizens, businesses

More **“you time”** (personal time) for citizens and businesses

Policy DX

- Advance DX efforts that have been independently advanced by individual bureaus/projects as **“policy DX” that crosses organizations and areas**
- Realize **business process transformation (BPX) across organizations** and **three basic digital principles** (Digital First, Once Only, Connected One-Stop)

Leading projects driving cross-organizational policy DX

- Leading projects will pave the way for **bold efforts to tackle various challenges** and the promotion of policy DX across the TMG.

Shared DX-framework promotion projects advancing the consolidation of operations across organizations

- **Shared use of systems and digital tools** among the TMG bureaus, municipalities in Tokyo, and other organizations in their common areas of services and operations, as infrastructure supporting the realization of policy DX.

[Core Project] User Participation and Collaboration Project

Improving QOS and solving societal issues
through collaboration with a diversity of players including citizens

- Realize **even higher-quality services** through **dialogue with users**
- **Work with a diversity of players to create new services** and **generate further innovation**

[Core Project] Smart Work Project

Building an environment where productivity at the TMG
and the motivation and skills of employees will continue to improve

- Achieve **greater improvements in productivity while also leveraging AI and other digital technologies**
- Adopt an **open & flat** organizational culture that enables employees to excel and thrive

Point!

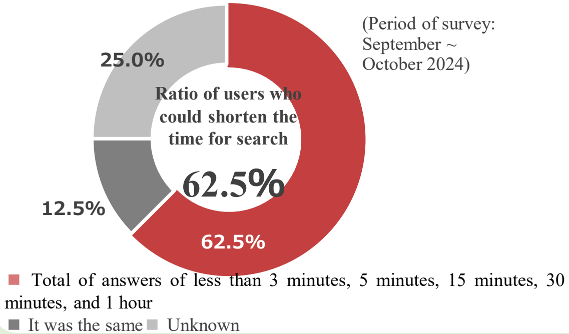
Increase in “you time” by DX

■ The efforts for DX by TMG contribute to the increase in “you time” (personal time)

○ DX in childcare

【Push-type childcare service】
By receiving necessary information from apps in advance, users can avoid the lack of information or forgetting to submit applications.

More than 60% of users answer that the time for searching nursery schools was **shorter than searching for them by themselves**.



【One-stop childcare service】
The procedures from search for nursery schools to admission can be completed online on a one-stop basis.

Opinions from parents

Satisfaction level of users (parents)
4.3 points (out of 5)

It is convenient because **I can make a reservation for on-site visit at any time** during childcaring.

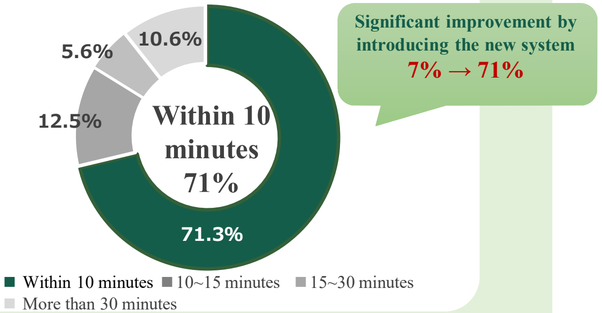
The time for searching nursery schools will be reduced significantly.

(Period of survey: November 2024)

【Improvement of user-friendliness of the procedures for payment of benefits】
A system was introduced which allows users to apply for benefits by passing a my-number card over a smartphone in “018 Support”.

The time required for **procedures has been reduced significantly**

(Period of survey: June ~ December 2024)



○ Electronic inspection of construction plan outlines

About 15,000 construction plan outlines are viewed annually. A system to allow users to view them online was established.

It was necessary to visit the TMG office and wait long time at the counter, but DX allows users to **view those documents at their home or office, reducing** the time required for viewing them **significantly**.

○ Gradual introduction of electronic contract

電子契約
始めます
10月2日から
便利な契約
手続簡単
詳細はこちら

Electronic contract has been introduced gradually for contracting duties which were made on a paper basis

Opinions from users (citizens of Tokyo)
・Time to travel to the TMG office: Reduction in about **three hours**
・Time to create documents (printing/bookbinding): Reduction in about **one hour**

○ Utilization of DX in maintenance of firefighting equipment at stations

Digital devices are utilized for the management of firefighting equipment at 102 stations of Toei Subway lines to streamline on-site inspections and improve the capability of responding to any abnormality

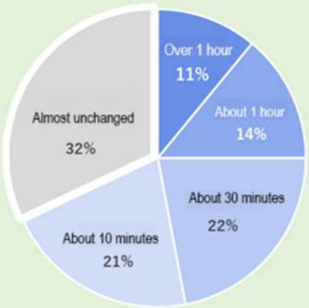
About **100 hours** for inspections are saved annually. When any trouble occurs, it can be handled by a smartphone.

■ 70% of employees who have used generative AI feel that the time required for work has been reduced

○ **By making maximum use of AI, one hour** is save per week. **Annually, "you time" (personal time) equivalent to six working days increases.**

*Reduction in working hours in a week: 1 hour
× 50 week a year =
Increase in "you time" of 50 hours

*50 hours / Daily working hours (8) ≒ 6 days



"By using Microsoft Copilot, how much has your working hour been reduced in total in a week?"

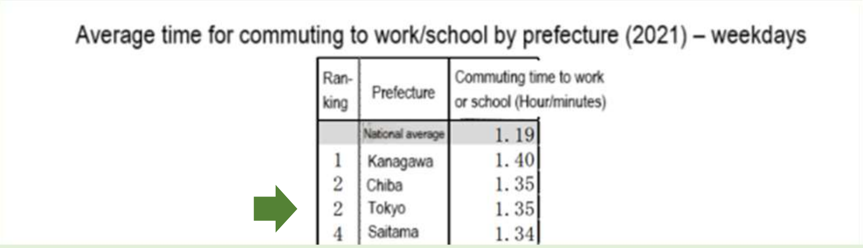
Results of the questionnaire survey for TMG employees (September 2024)

■ Time for commuting is used as free time by introducing telework

○ **If an employee works remotely 1 day per week, "you time" (personal time) equivalent to 10 working days increases in one year.**

* 50 days a year × commuting time to work of one day (1 hour and 35 minutes) ≒ Increase in "you time" (personal time) of 79 hours

* 79 hours ÷ 8 hours per day ≒ 10 working days



Average time for commuting to work/school by prefecture (2021) – weekdays

Ran-king	Prefecture	Commuting time to work or school (Hour/minutes)
	National average	1. 19
1	Kanagawa	1. 40
2	Chiba	1. 35
2	Tokyo	1. 35
4	Saitama	1. 34

(Source) Statistics Bureau, Ministry of Internal Affairs and Communications "Results of the 2021 Survey on Time Use and Leisure Activities" (August 2022)

DX is further promoted using the increase in "you time" as an indicator

■ The time for commuting saved by telework is used to enrich one's life such as childcare, personal development, sleeping, and hobbies.

○ Those who have worked remotely (telework) can **spend more time for sleeping and hobbies** and less time for commuting to work or school.
○ While the time for commuting to work has been reduced by telework, the TMG employees aged 25~34 spend more time on sleeping and hobbies, those aged 35~44 on childcare, and those aged 45~54 on sleeping and meals, respectively.

(Source) Statistics Bureau, Ministry of Internal Affairs and Communications "Results of the 2021 Survey on Time Use and Leisure Activities" (August 2022)

○ **About 80%** of TMG employees who have introduced telework answer that their **satisfaction level on work-life balance has improved**.

(Opinions from employees)
- I really appreciate that the commuting time saved can be spent for **childcare or nursing care**.
- It became unnecessary to commute long distance on a day that I work remotely, **so I can sleep more and I feel less tired**.

Results of the survey on satisfaction level of employees with telework (July 2024)

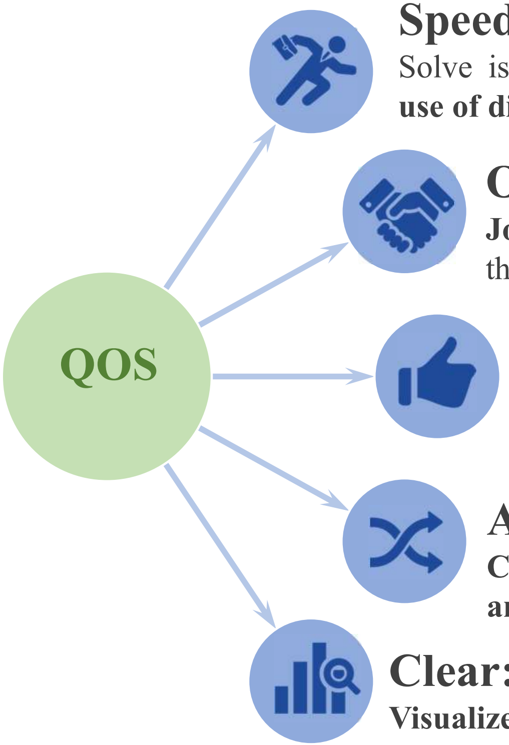
2 SHIN-TOSEI X Implementation Policy Keywords of practice of the structural reform

Change TMG through implementing the structural reform

SHIN-TOSEI X is promoted under five keywords, namely, **speed, open, design thinking, agile, and clear**.

TMG, its organizations, and employees will change by turning obstacles and issues encountered in the process of the structural reform into **a transformation of systems and frameworks with flexible ideas and approaches**.

TMG is committed to challenging **the further improvement of the QOS of TMG** by gaining more successful cases and getting them entrenched as the new standards of TMG together with the keywords.



Speed:
Solve issues **with speed by making maximum use of digital tools**

Open:
Joint creation with diverse players such as the private sector and municipalities

Design thinking:
Create policies and services based on a viewpoint of users

Agile:
Continuously repeat the process of **check and improvement**

Clear:
Visualize the progress of the structural reform by disclosing numerical indexes

Chapter 2 Policy DX

○ TMG **drives** DX which has been promoted by project **as “Policy DX” across organizations and areas**.

○ Here, **a future image** which TMG aims for is described**, including goals difficult to be achieved** taking into account the current legal system and social environments.

○ To enhance an effect of policies with the help of the potential of digital tools and promote BPX under various collaborations, it is essential to **keep fighting against various obstacles in anticipation of 10 years from now or even further** without giving up with the spirit of “**No More Shoganai (Oh well)**”, even if there are goals which cannot be achieved right now.

○ TMG is committed to promoting and accelerating Policy DX aimed at realizing the future image described here **by bouncing ideas off across organizations and areas**.

○ TMG will **deploy “Policy DX”** not only in the fields mentioned here but also **in wider fields**, promote **BPX** to improve the QOS of TMG, and realize the **three basic digital principles**

Policy DX-1 Leading projects

Policy DX-2 Shared DX-framework promotion projects

Policy DX-1

Leading projects

1. Childcare
    - ① Respond to the desire of all children to “learn more” and “receive advice” through digital tools
    - ② Realize all childcare support services on a Once-Only and One-Stop basis
2. Education
    - ① Support learning of children and empower teachers through DX in education
3. Healthcare and welfare
    - ① Realize “connected healthcare” by further promoting DX in healthcare
    - ② Expand the TMG’s guidance and inspection system as a “Japan model” nationwide
    - ③ Realize Once Only and One-stop services for information on business places in the healthcare and welfare fields
    - ④ Provide required support through digital tools and enhance watching over of the elderly
4. Disaster prevention
    - ① Reinforce the capabilities of protecting the lives and life of the citizens of Tokyo through the integrated and seamless utilization of disaster information
    - ② Realize seamless support by integrated management of information on disaster victims
5. Urban development
    - ① Solve urban problems by developing an environment where diverse geospatial data can be utilized seamlessly
    - ② Realize a one-stop service for real estate procedures in throughout Tokyo
6. Environment
    - ① Realize DX in procedures and information management related to industrial waste
    - ② Collect, analyze, and transmit information on natural environments in wide areas
    - ③ Back up environmentally friendly actions throughout Tokyo
7. Industry
    - ① Speed up support for the citizens of Tokyo and businesses by introducing AI-based examination of subsidies
    - ② Establish a platform which “visualizes” startups throughout Japan

Lead “Policy DX” throughout TMG by implementing the leading projects

✓ It is important to collaboratively deploy procedures and services which are currently provided separately in the national government, TMG, and municipalities **across the borders of local governments** so that **the citizens of Tokyo can feel the improved QOS**.

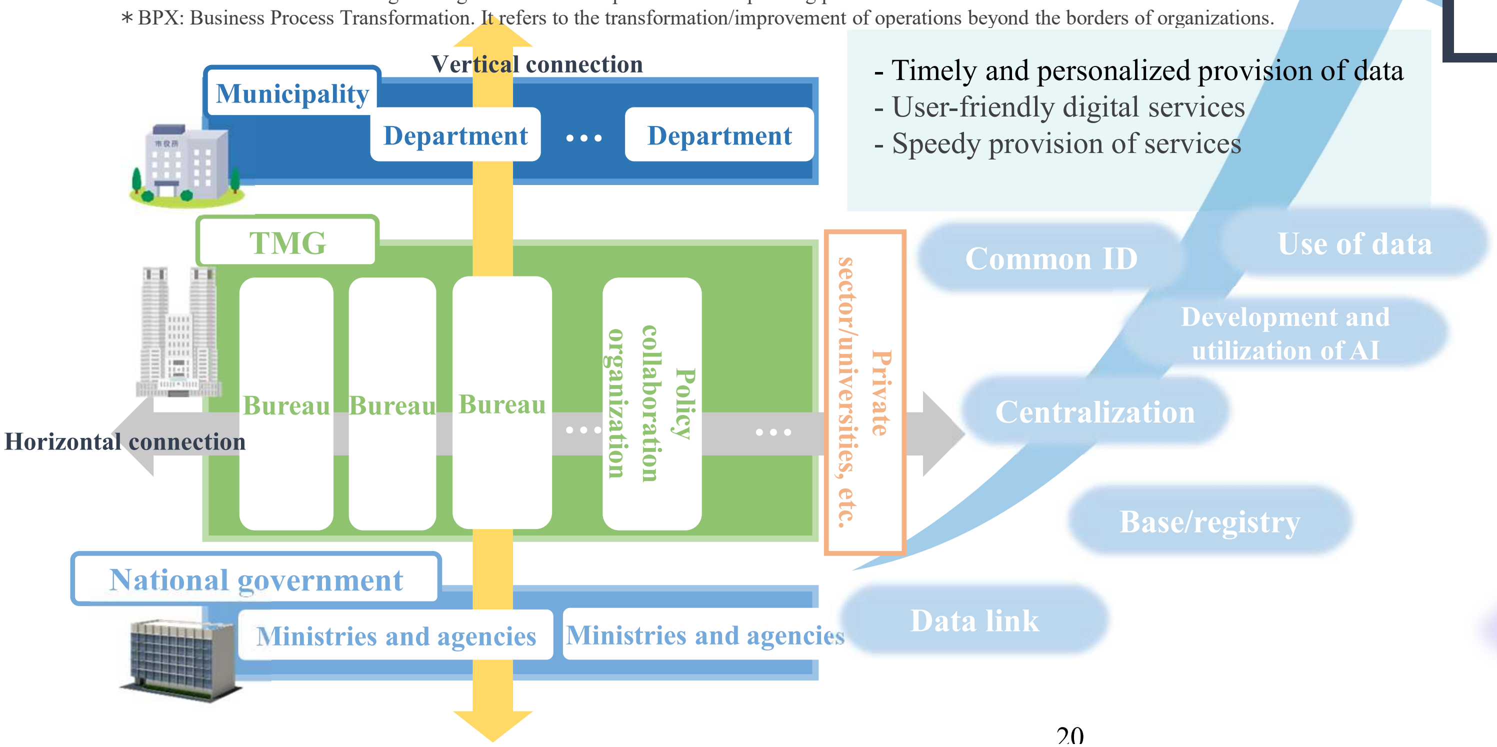
✓ It is essential to **review the TMG’s operations and promote BPR**※ on a larger scale so that the employees can focus on more innovative operations and provision of services to the citizens of Tokyo.

➡ **Policy DX is led throughout TMG** building upon this leading project to promote **BPX**※ and realize the three basic digital principles for the purpose of improving the QOS of TMG. As a result, **the quality of services will improve** and “**you time**” (personal time) of employees increase.

From BPR to BPX

Business Process Transformation (BPX) beyond the borders of organizations (between the Bureaus in TMG, the national government, and municipalities) are realized with the help of DX.

＊BPR: Business Process Re-engineering. It refers to the optimization of operating processes.
＊BPX: Business Process Transformation. It refers to the transformation/improvement of operations beyond the borders of organizations.


Vertical connection
Municipality
Department
…
Department
TMG
Bureau
Bureau
Bureau
…
Policy collaboration organization
…
Private sector/universities, etc.
Horizontal connection
National government
Ministries and agencies
Ministries and agencies
Common ID
Use of data
Development and utilization of AI
Centralization
Base/registry
Data link

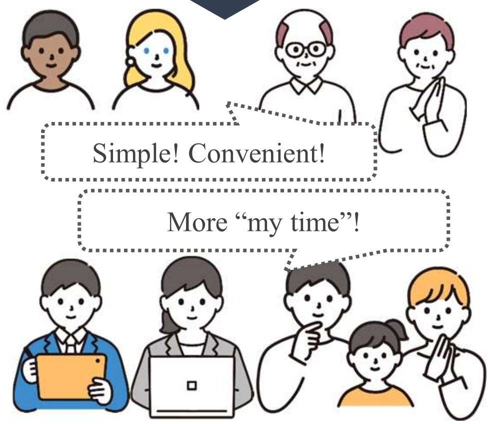
- Timely and personalized provision of data
- User-friendly digital services
- Speedy provision of services

Realization of three basic digital principles

Digital first (right away)

Once only (once)

Connected/One-stop (at one place)


Simple! Convenient!
More “my time”!

The citizens of Tokyo and businesses can feel the QOS of TMG

1 Childcare

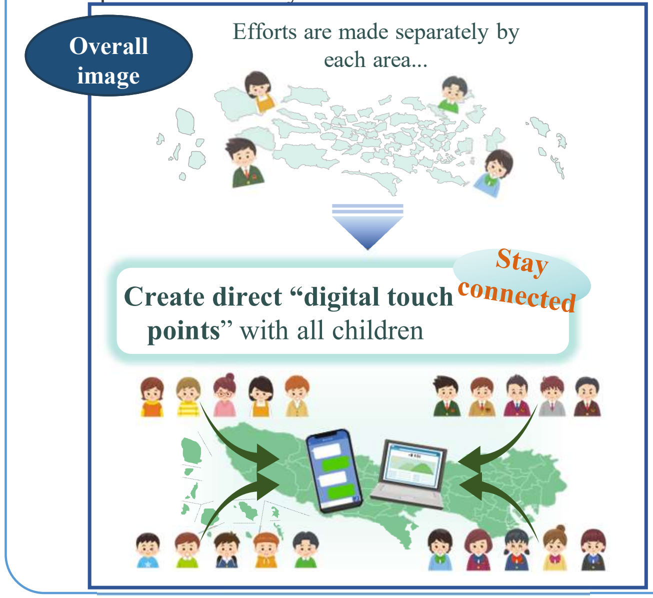
① Respond to the desire of all children to “learn more” and “receive advice” through digital tools

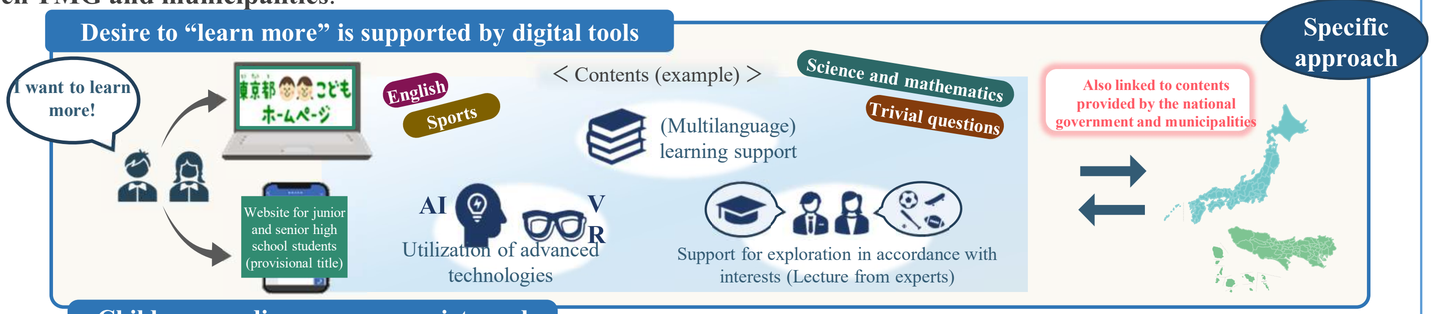
Partners | **National government/other prefectures** | **Municipalities** | **Bureaus in TMG** | Policy collaboration organization

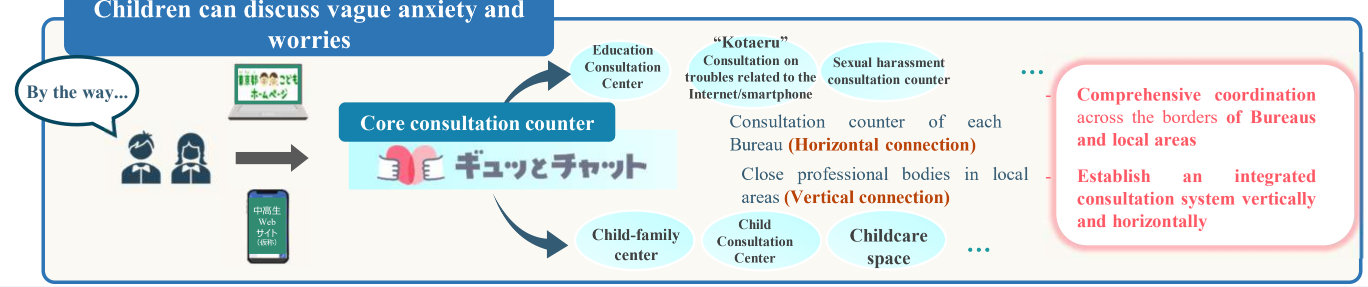
Targets | **Citizens of Tokyo** | Businesses | TMG Employees

Future image to reach for

- **Create digital touch points with all children** by connecting each device provided for each student/child to the TMG children website and other websites throughout Tokyo
- Deploy “**contents that stimulate intellectual curiosity**” and an “environment where children can talk about their anxiety and worries casually and, if necessary, consult to a close professional body or counter” **across the border between TMG and municipalities**.


Overall image
Efforts are made separately by each area...
Create direct “digital touch points” with all children
Stay connected


Desire to “learn more” is supported by digital tools
Specific approach
I want to learn more!
東京都こどもホームページ
Website for junior and senior high school students (provisional title)
< Contents (example) >
English
Sports
Science and mathematics
Trivial questions
(Multilanguage) learning support
AI
VR
Utilization of advanced technologies
Support for exploration in accordance with interests (Lecture from experts)
Also linked to contents provided by the national government and municipalities


Children can discuss vague anxiety and worries
By the way...
東京都こどもホームページ
中高生 Web サイト（仮称）
Core consultation counter
ギュッとチャット
Education Consultation Center
“Kotaeru” Consultation on troubles related to the Internet/smartphone
Sexual harassment consultation counter
…
Consultation counter of each Bureau (Horizontal connection)
Close professional bodies in local areas (Vertical connection)
Child-family center
Child Consultation Center
Childcare space
…
Comprehensive coordination across the borders of Bureaus and local areas
Establish an integrated consultation system vertically and horizontally

Short-term (Fiscal 2025)	Mid-term (Fiscal 2028)	Long-term (Fiscal 2035)
■ In 46 municipalities, each device provided for children is connected to the Tokyo Children Website ■ Production of a website for junior and senior high school students (provisional title) ■ Full launch of “Gyutto Chat” where children can casually discuss their anxiety and worries	■ The connection of “1 device for 1 student” to the Tokyo Children Website and the website for junior and senior high school students (provisional title) is extended throughout Tokyo ■ Production of contents for “enjoying learning” by listening to opinions from children on a continuous basis ■ A consultation system is optimized by analyzing the content of consultations sent to “Gyutto Chat”	■ The desire of all children to “learn more” is supported based on two functions, “safety net for learning” and “exploration of intellectual curiosity” ■ Appropriate support is provided on a one-stop basis by connecting consultation counters and professional bodies using “Gyutto Chat” as a core counter

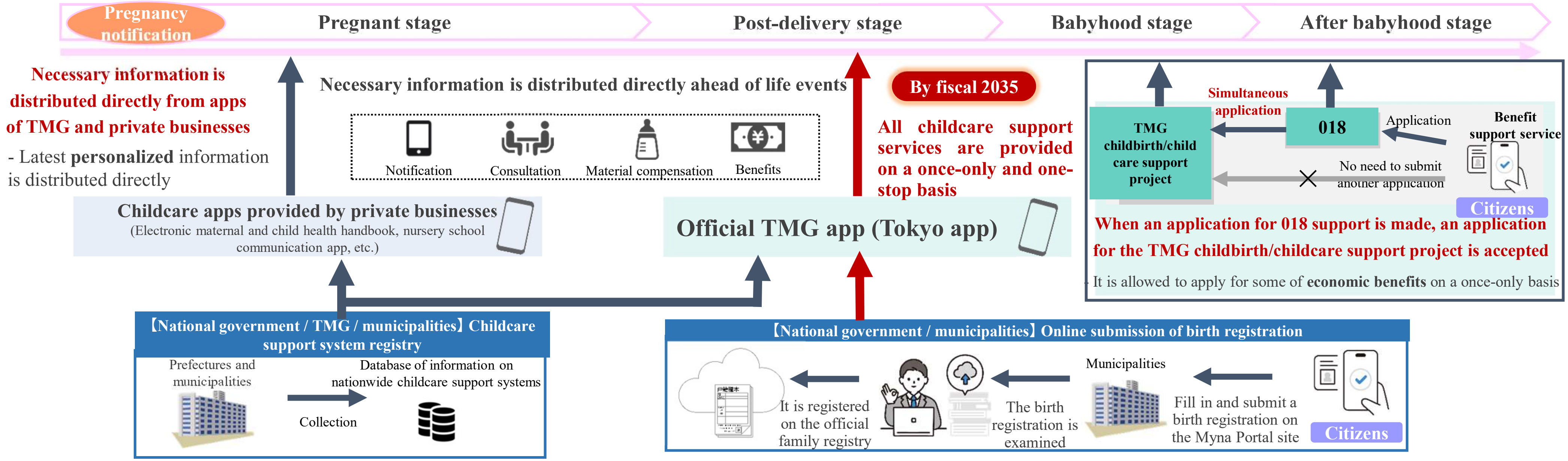
② Realize all childcare support services on a Once-Only and One-Stop basis

Partners National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets Citizens of Tokyo | Businesses | TMG Employees

Future image to reach for

- In collaboration with the municipalities, **all childcare support services can be provided on a once-only and one-stop basis** at the time when a **birth registration is submitted** online.
- **Necessary information is sent ahead of life events** to prevent the lack of information or omission of application. In addition, **user-friendly and convenient services are provided**.



Pregnancy notification → **Pregnant stage** → **Post-delivery stage** → **Babyhood stage** → **After babyhood stage**

Necessary information is distributed directly from apps of TMG and private businesses

- Latest **personalized** information is distributed directly

Necessary information is distributed directly ahead of life events

Notification
Consultation
Material compensation
Benefits

Childcare apps provided by private businesses
(Electronic maternal and child health handbook, nursery school communication app, etc.)

Official TMG app (Tokyo app)

By fiscal 2035

All childcare support services are provided on a once-only and one-stop basis

TMG childbirth/child care support project
Simultaneous application
018
Application
Benefit support service
No need to submit another application
Citizens

When an application for 018 support is made, an application for the TMG childbirth/childcare support project is accepted

- It is allowed to apply for some of **economic benefits** on a once-only basis

【National government / TMG / municipalities】Childcare support system registry

Prefectures and municipalities
Collection
Database of information on nationwide childcare support systems

【National government / municipalities】Online submission of birth registration

Citizens
Fill in and submit a birth registration on the Myna Portal site
Municipalities
The birth registration is examined
It is registered on the official family registry

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2025)
■ When an application for 018 support is made, an application for the TMG childbirth/childcare support project is accepted. Some of services are provided on a once-only basis.	■ Latest personalized information is distributed directly from apps of TMG (Tokyo childcare switch app, etc.) linked to the childcare support system registry.	■ In collaboration with the municipalities, all childcare support services are provided on a once-only and one-stop basis at the time when a birth registration is submitted.

2 Education

① Support learning of children and empower teachers through DX in education

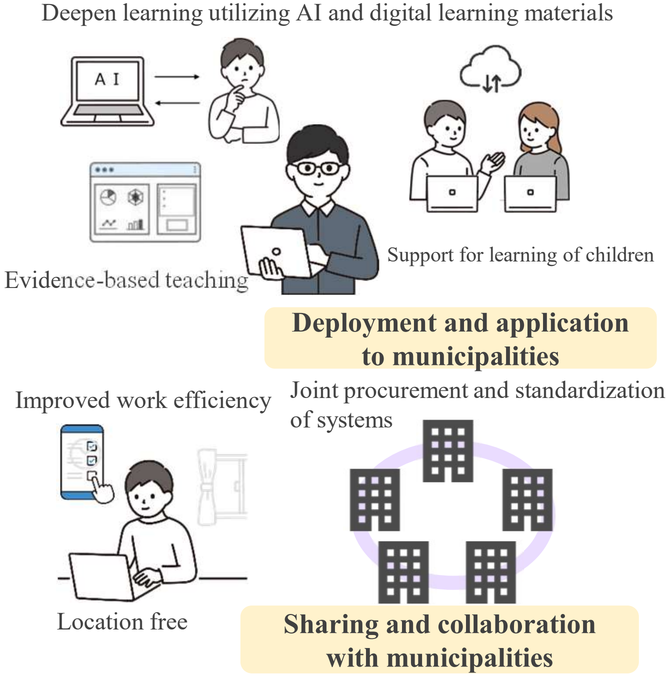
Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- **Transform learning style and teaching style** through DX in education to nurture human resources who can take advantage of their capabilities in a society where things are difficult to predict
  - Promote the transformation to a "new teaching style" in Tokyo public high schools
  - Dedicated generative AI is utilized in all Tokyo public schools to improve AI literacy of children
  - **Realize optimal tailor-made learning** based on **data on education**
  - **Children make maximum use of digital tools to decide their learning process**

- **The workstyle reform of teachers will be accelerated with the help of digital** tools to increase the time dedicated to children and improve the quality of education
  - A **working environment** will be enhanced so that teachers **can carry out their duties anywhere** (Tokyo public schools)
  - **Efficient school affairs** utilizing **digital tools** (Tokyo public schools)
  - Promotion of **standardization** of school affair support systems and **data link across the borders of municipalities in Tokyo**



Deepen learning utilizing AI and digital learning materials

Evidence-based teaching

Support for learning of children

Deployment and application to municipalities

Improved work efficiency

Location free

Joint procurement and standardization of systems

Sharing and collaboration with municipalities

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ Utilization of generative AI in all Tokyo public schools ■ "Future learning through digital tools"* is deployed in all municipalities in Tokyo ■ Consideration to standardize integrated school affair support	■ Introduction of class on generative AI in all Tokyo public schools ■ "Future learning through digital tools" is introduced in all Tokyo public schools ■ Introduction of standardized school affair support system in antecedent local governments	■ A new learning style making maximums use of generative AI and data on education (dashboard, etc.) becomes a new standard ■ All municipalities in Tokyo utilize the standardized school affair support system

*A teaching style very different from the conventional teaching style to realize proactive and interactive learning with the help of digital tools aimed at improving the potential of each child without no one being left behind

Challenge toward 2035!

Learning style and teaching style reforms with digital tools, transformation to a "new educational approach" in Tokyo public schools

- An era in which it is difficult to predict things such as the explosive evolution of digital technologies has arrived. On the other hand, employment patterns and workstyle are changing drastically as seen in the introduction of telework and the increase in freelancers and career changes. It is necessary for schools to cultivate flexibility, creativity, independence, and a spirit of challenge so that students can adapt to changes.
- A desirable learning style is reviewed to promote the educational reform in accordance with the interest of each student.

『LPX (Learning Platform Transformation)』 of the learning infrastructure for a "new educational approach"

Conventional school education	
Place/time	Mainly at schools and classrooms Time tied to the schedule
Instructors Content of learning	Mainly by (licensed) teachers Textbooks (Courses of Study)
Evaluation of deliverables	Credits (time spent)
Learning style	Collective teaching by teachers

Future image of school education (updated constantly)	
Place/time	**Inside and outside schools (external organizations, online)** Anytime
Instructors Content of learning	**Experts, business persons, role models** + Teachers provide support with expertise in their subject **Research on social issues, new values, solutions**
Evaluation of deliverables	**Deliverables created by students** (research papers, participation in competition, etc.) are evaluated
Learning style	**Students learn proactively** in accordance with the level of knowledge or interest.

Human resources who can create new values and solutions are nurtured in a society where things are difficult to be predicted.

DX in education

Learning style and teaching style reforms with the help of digital tools

- Utilization of on-demand materials and digital textbooks
- Visualization of learning through digital learning infrastructure (LMS: Learning Management System)

System

Flexible application of the Courses of Study, etc.

- Hybrid operations of full-time, part-time, and correspondence schools
- The number of classes and the schedule are operated flexibly

Teachers and organizations

Transformation of teachers and organizations of all Tokyo public schools

- Teachers become "guides of learning of students"
- Fulfilling activities inside and outside schools by connecting schools horizontally

Deployment of new education by the optimal combination of digital and real

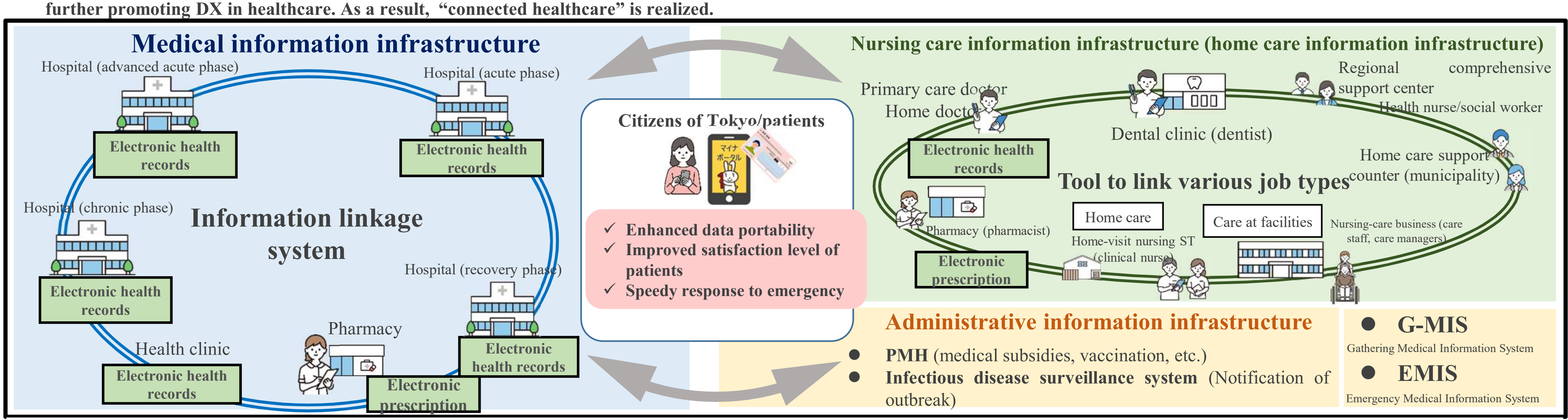
3 Healthcare and welfare

① Realize “connected healthcare” by further promoting DX in healthcare

Partners	National government/other prefectures	Municipalities	Bureaus in TMG	Policy collaboration organizations
Targets	Citizens of Tokyo	Businesses	TMG employees	

Future image to reach for

- Data portability of patient information and a satisfaction level of patients will improve by developing an information linkage infrastructure between the fields of healthcare, nursing care, care for the handicapped, and governments. Moreover, emergencies such as disasters and new infectious diseases are dealt swiftly.
- **An information linkage infrastructure between stakeholders is established by introducing electronic health records, information linkage system, electronic prescriptions, and tool to link various job types, linking electronic health records to infectious disease notifications, and connecting information on medical subsidies owned by the government to PMH for the purpose of further promoting DX in healthcare. As a result, “connected healthcare” is realized.**


Medical information infrastructure
Hospital (advanced acute phase)
Electronic health records
Hospital (acute phase)
Electronic health records
Hospital (chronic phase)
Electronic health records
Information linkage system
Hospital (recovery phase)
Electronic health records
Health clinic
Electronic health records
Pharmacy
Electronic prescription
Citizens of Tokyo/patients
マイナポータル
✓ Enhanced data portability
✓ Improved satisfaction level of patients
✓ Speedy response to emergency
Nursing care information infrastructure (home care information infrastructure)
Primary care doctor
Home doctor
Electronic health records
Dental clinic (dentist)
Regional comprehensive support center
Health nurse/social worker
Tool to link various job types
Home care support counter (municipality)
Pharmacy (pharmacist)
Electronic prescription
Home care
Home-visit nursing ST (clinical nurse)
Care at facilities
Nursing-care business (care staff, care managers)
Administrative information infrastructure
● PMH (medical subsidies, vaccination, etc.)
● Infectious disease surveillance system (Notification of outbreak)
● G-MIS
Gathering Medical Information System
● EMIS
Emergency Medical Information System

Short-term (fiscal 2025)

(System)
- ■ Support for the introduction of electronic health records, etc. to medical institutions
- ■ Support for the introduction of electronic prescriptions to medical institutions and pharmacies
- ■ Support for system upgrade to connect PMH to medical institutions

(Patient service)
- ■ Survey on needs for the improvement of DX environment for patients

(Response to emergency)
- ■ Improvement of the flow of response to emergencies based on the addition of functions to the administrative information infrastructure

Mid-term (fiscal 2028)

(System)
- ■ Rate of introduction of electronic health records and information linkage infrastructure to hospitals: Nearly 100%
- ■ Introduction of electronic prescriptions to medical institutions and pharmacies: Accomplished
- ■ Connection of TMG/municipalities to target PMH: Accomplished
- ■ Establishment of information linkage infrastructure between healthcare, nursing care, care for the handicapped, and governments

(Patient service)
- ■ Establishment of a role model of DX environment for patients

(Response to emergency)
- ■ Extension of functions of the administrative information infrastructure in anticipation of emergencies and the launch thereof

Long-term (fiscal 2035)

(System)
- ■ Rate of introduction of electronic health records to health clinics and the completion rate of development of the information linkage infrastructure: Nearly 100%
- ■ Rate of connection of medical institutions to PMH: Nearly 100%
- ■ Launch of the information linkage infrastructure between healthcare, nursing care, care for the handicapped, and governments (improvement of patient satisfaction level)

(Patient service)
- ■ A role model of DX environment for patients is deployed to medical institutions

(Response to emergency)
- ■ Speedy and efficient provision of information on patients and medical resources based on the principles of digital first and once-only in anticipation of emergencies

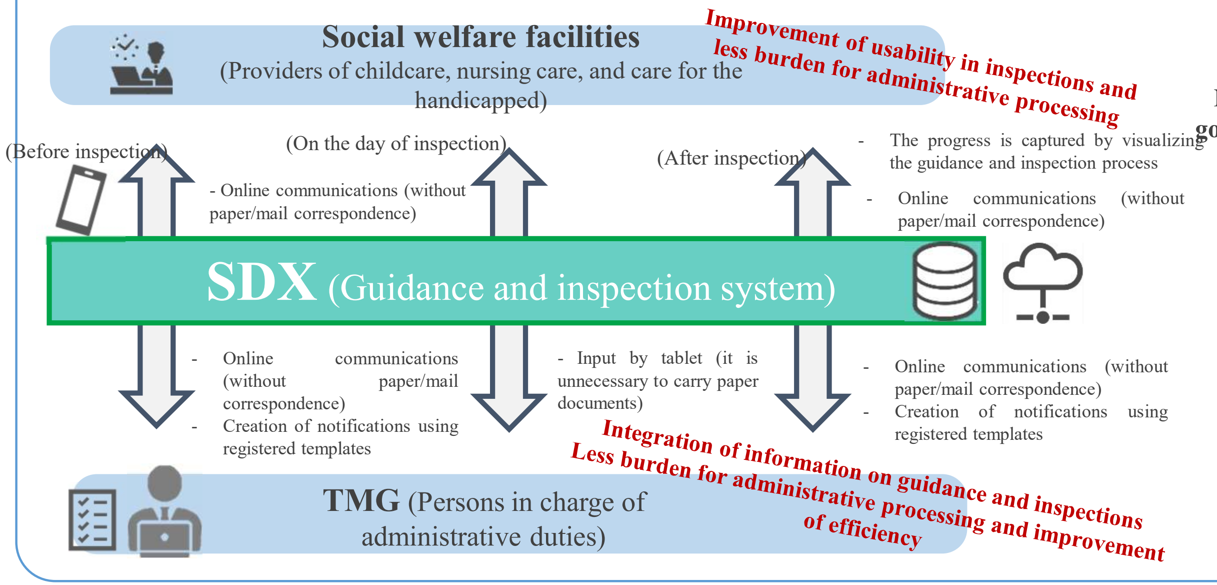
② Expand the TMG’s guidance and inspection system as a “Japan model” nationwide

Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- **The operational** process for guidance and inspections at social welfare facilities, etc. **is streamlined utilizing cloud** and this framework is deployed to municipalities in Tokyo.
- The digitalization and integration of data will improve the usability for businesses and alleviate administrative burden for governments. These advanced efforts are introduced nationwide as **“Japan models”**.



Social welfare facilities
(Providers of childcare, nursing care, and care for the handicapped)

Improvement of usability in inspections and less burden for administrative processing

(Before inspection)

(On the day of inspection)
- Online communications (without paper/mail correspondence)

(After inspection)
- The progress is captured by visualizing the guidance and inspection process
- Online communications (without paper/mail correspondence)

SDX (Guidance and inspection system)

- Online communications (without paper/mail correspondence)
- Creation of notifications using registered templates

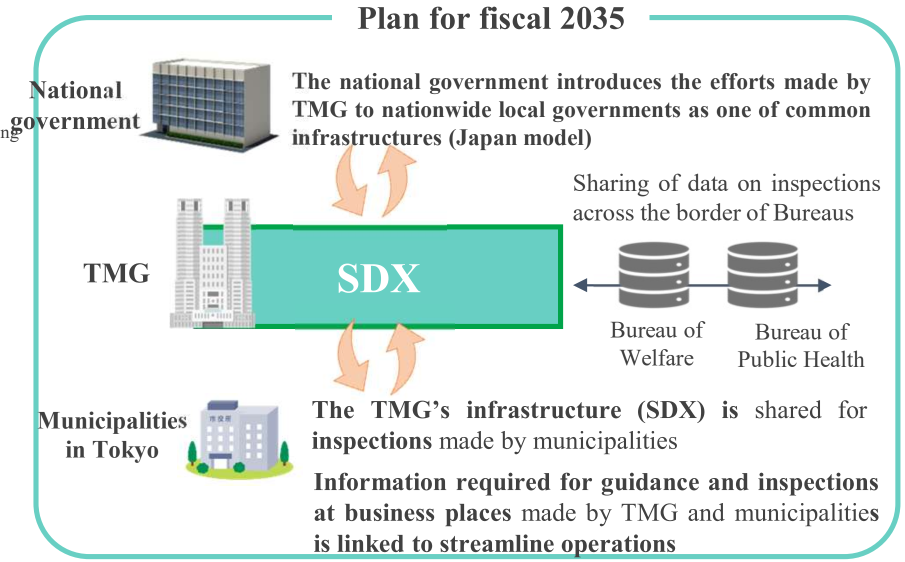
- Input by tablet (it is unnecessary to carry paper documents)

- Online communications (without paper/mail correspondence)
- Creation of notifications using registered templates

Integration of information on guidance and inspections
Less burden for administrative processing and improvement of efficiency

TMG (Persons in charge of administrative duties)

Plan for fiscal 2035



National government

The national government introduces the efforts made by TMG to nationwide local governments as one of common infrastructures (Japan model)

Sharing of data on inspections across the border of Bureaus

TMG

SDX

Bureau of Welfare

Bureau of Public Health

Municipalities in Tokyo

The TMG’s infrastructure (SDX) is shared **for inspections** made by municipalities

Information required for guidance and inspections at business places made by TMG and municipalities **is linked to streamline operations**

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ Development for shared use of SDX by municipalities ■ Shared use of SDX on a pilot basis	■ Gradual expansion of target municipalities ■ Examination of national rollout together with the national government	■ Available in al municipalities that desire to introduce this system ■ Operations and systems for guidance and inspection in various fields used by nationwide local governments are deployed as “Japan model”

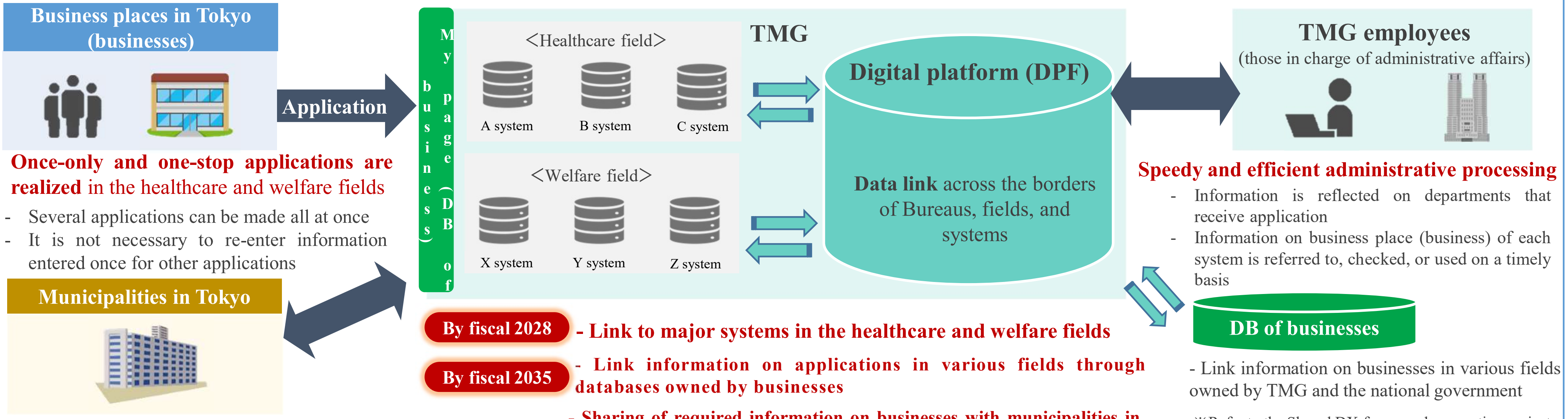
③ Realize Once-Only and One-stop services for information on business places in the healthcare and welfare fields

Partners National government/other prefectures | **Municipalities** | **Bureaus in TMG** | Policy collaboration organizations

Targets Citizens of Tokyo | **Businesses** | **TMG employees**

Future image to reach for

- Operational efficiency of employees will improve by **integrating data of business places across the fields** of healthcare and welfare. It becomes possible to file applications with different organizations/departments all at once and it will be unnecessary to re-enter information entered once.
- In the future, a **once-only service is realized by linking application information in various fields** through databases of businesses.



Business places in Tokyo (businesses)

Application

Once-only and one-stop applications are realized in the healthcare and welfare fields

- Several applications can be made all at once
- It is not necessary to re-enter information entered once for other applications

Municipalities in Tokyo

My page (DB of businesses)

TMG

＜Healthcare field＞

A system | B system | C system

＜Welfare field＞

X system | Y system | Z system

Digital platform (DPF)

Data link across the borders of Bureaus, fields, and systems

TMG employees
(those in charge of administrative affairs)

Speedy and efficient administrative processing

- Information is reflected on departments that receive application
- Information on business place (business) of each system is referred to, checked, or used on a timely basis

DB of businesses

- Link information on businesses in various fields owned by TMG and the national government

※Refer to the Shared DX-framework promotion projects (p.39)

By fiscal 2028 **- Link to major systems in the healthcare and welfare fields**

By fiscal 2035 **- Link information on applications in various fields through databases owned by businesses**

- Sharing of required information on businesses with municipalities in Tokyo

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ A one-stop system (my page) is established so that it becomes unnecessary to re-enter information entered once (once-only) and the procedures can be taken with various organizations/departments with one application (one-stop).	■ Linked to major systems in the healthcare and welfare fields (nursing care, care for the handicapped, childcare, support for women, welfare, medical care that own basic information on business places)	■ Integration of information on businesses in various fields through databases owned thereby (once-only/one-stop) ■ Sharing of necessary information on business places with municipalities in Tokyo

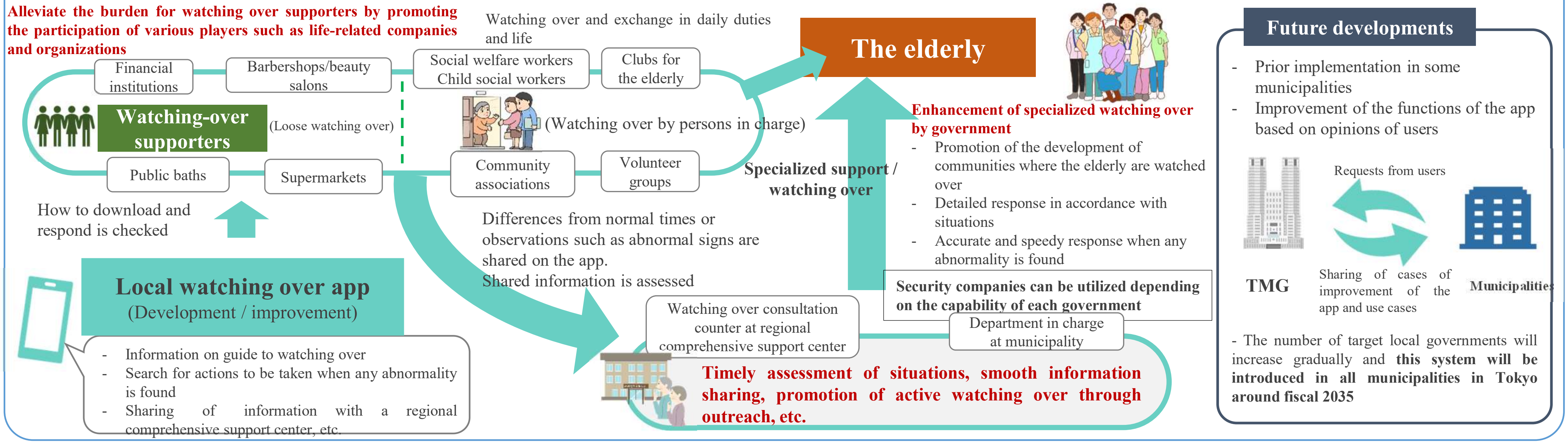
④ Provide required support through digital tools and enhance watching over of the elderly

Partners: National government/other prefectures | **Municipalities** | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- In order to respond to the increase in the elderly population, the system to **watch over the elderly at a local level and the collaboration system are strengthened with the help of digital devices**, providing required support swiftly.
- Realize **a society where the elderly can live without concerns in local communities** by establishing a detailed watching over system by sharing information on the app.



Alleviate the burden for watching over supporters by promoting the participation of various players such as life-related companies and organizations

Watching over and exchange in daily duties and life

Financial institutions

Barbershops/beauty salons

Social welfare workers Child social workers

Clubs for the elderly

Watching-over supporters

(Loose watching over)

(Watching over by persons in charge)

Public baths

Supermarkets

Community associations

Volunteer groups

How to download and respond is checked

Local watching over app

(Development / improvement)

- Information on guide to watching over
- Search for actions to be taken when any abnormality is found
- Sharing of information with a regional comprehensive support center, etc.

Differences from normal times or observations such as abnormal signs are shared on the app.

Shared information is assessed

The elderly

Specialized support / watching over

Enhancement of specialized watching over by government

- Promotion of the development of communities where the elderly are watched over
- Detailed response in accordance with situations
- Accurate and speedy response when any abnormality is found

Security companies can be utilized depending on the capability of each government

Watching over consultation counter at regional comprehensive support center

Department in charge at municipality

Timely assessment of situations, smooth information sharing, promotion of active watching over through outreach, etc.

Future developments

- Prior implementation in some municipalities
- Improvement of the functions of the app based on opinions of users

Requests from users

TMG

Sharing of cases of improvement of the app and use cases

Municipalities

- The number of target local governments will increase gradually and **this system will be introduced in all municipalities in Tokyo around fiscal 2035**

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ Development of app ■ Selection of partner local governments/prior implementation	■ Improvement based on opinions from users ■ Expansion of target local governments	■ Active watching over is realized throughout Tokyo by timely assessment of situations using digital tools, smooth sharing of information, and outreach.

4. Disaster prevention

① Reinforce the capabilities of protecting the lives and life of the citizens of Tokyo through the integrated and seamless utilization of disaster information

Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Business | TMG employees

Future image to reach for

- **Disaster information is managed integrally and visualized across the borders of different systems** used by TMG Bureaus, the national government, and municipalities. As a result, operations of disaster countermeasures will **speed up to protect the lives and livelihoods of the citizens of Tokyo**.
- **Accurate information is sent to the citizens of Tokyo on a timely basis through various channels** such as the disaster prevention website and app.

National Government, Self-Defense Force, Japan Coast Guard Municipalities

Disaster prevention bodies

Civil information (TDPF)

SNS

Metropolitan Police Departme

Tokyo Fire Department

Bureau of Construction

Bureau of Port and Harbc

Disaster information shared across the borders of different systems is consolidated and managed integrally

TMG

Thorough review of the TMG Disaster Information System (DIS)

DIS that supports accurate operations in times of disaster is rebuilt.

- Easy-to-use app for beginners
- Promotion of consolidation and integrated management of information
- Analyze and visualize information in an easy-to-understand manner to display a list

TMG Disaster Information System (DIS)

Speedy disaster operations

Strengthen the capabilities of protecting the lives and livelihoods of the citizens of Tokyo from disasters

- Assess general situations of a disaster accurately and instantly
- Make decisions accurately and swiftly based on consolidated information
- Speed up the transmission of information between stakeholders

Disaster Management Headquarters

Timely transmission of information in accordance with its target by each department (Press/Public Relations Team, TMG Disaster Management Headquarters)

- Transmission of disaster information in an appropriate and timely manner
- Warning for the citizens of Tokyo (prevention of false alarms/panic buying)
- Information on emergency countermeasures that gives the citizens of Tokyo a sense of security

Media/Citizens of Tokyo

Promotion of appropriate actions

※A system resistant to cyberattacks or disruption of power supply is established

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ Completion of design of the TMG Disaster Information System (DIS) for its reconstruction	■ The next DIS will be launched (2027) for the purpose of realizing more speedy disaster management operations and smooth provision of information to the citizens of Tokyo	■ Real-time data is utilized seamlessly beyond the border of different systems ■ The distribution of information to the citizens of Tokyo is enhanced by using various channels ■ A system to support strategy planning and command is established based on information on damage prediction

② Realize seamless support by integrated management of information on disaster victims

Partners
National government/other prefectures
Municipalities
Bureaus in TMG
Policy collaboration organizations

Targets
Citizens of Tokyo
Businesses
TMG employees

Future image to reach for

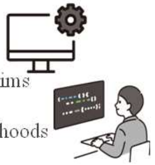
- **Consistent management of information on disaster victims** from the safety confirmation phase immediately after a disaster to the reconstruction phase
- **The locations of evacuees are identified and necessary support is provided swiftly and orderly.**

<National Government>
Utilization of social security and tax numbers

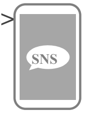
<Municipalities>
Utilization of data from the resident registry
System related to the support of disaster victims

<Administrative agencies>
Rescue and relief organizations
Other prefectures

<TMG>
Bureau of General Affairs
System for support of disaster victims
Others
System for reconstruction of livelihoods



<Private Sector/Citizens of Tokyo>
Existing safety confirmation system
Area mail
SNS



Consolidation and integrated management of disaster information beyond the borders of different systems

TMG

Information on surviving disaster victims is checked (safety confirmation) to rescue swiftly and ensure safety as well as provide continuous support until their livelihoods are reconstructed.

Link of information focused on the database of disaster victims

After a disaster occurs, information required **for each phase ((1) Immediately after the disaster, (2) during life in shelters, and (3) reconstruction of livelihoods) is collected by combining push and pull information**

Information provided to governments

- Safety information (information on location/injury)
- Evacuation sites of disaster victims (evacuation to shelter or another place, evacuation at home, or wide-area evacuation)
- Status of disaster victims (health conditions, past medical histories, existence of pets, family structure, etc.)
- Needs of disaster victims for support
- Status of damage of dwelling house
- Issuance of victim certificate

- **Reduce the number of missing person**
- **Identify the locations of evacuees and necessary materials**
- **Provide appropriate and speedy support for reconstruction of livelihoods**

Provision of services to the citizens of Tokyo

- **Speedy rescue and relief activities**
- **Sharing of information on safety of families**
- **Collection of needs for necessary support**
- **Notification of available menus for reconstruction of livelihoods**

- **Prevention of disaster-related death**
- **Speedy reconstruction of livelihoods**

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ Investigation and consideration for establishing a system to consistently manage information from a phase immediately after a disaster	■ Completion of design of a system to consistently manage information from immediately after a disaster occurs	■ Information on disaster victims is managed consistently to identify the locations of evacuees and necessary support ■ Timely and continuous support is given under the collaboration between municipalities and Bureaus in TMG from the phase immediately after the disaster to the reconstruction phase

5 Urban development

① Solve urban problems by developing an environment where diverse geospatial data can be utilized seamlessly

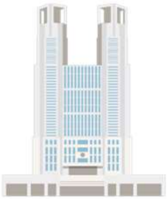
Partners National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- **Diverse geospatial data** owned by the Bureaus in TMG, the national government, municipalities, and the private sector **is consolidated and visualized by 3D viewer**.
- **Smart Tokyo is realized** in all projects carried out by TMG by combining cyber (virtual) and physical (real). **Its use** by municipalities and the private sector is **promoted**.

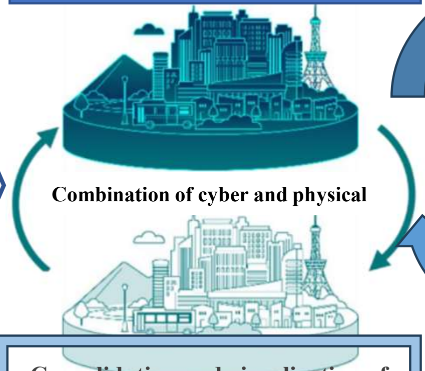
Bureaus in TMG



National government, municipalities, private sector etc

Consolidation of diverse data beyond the borders of different systems and organizations

Digital twin 3D viewer



Combination of cyber and physical

Consolidation and visualization of diverse urban geospatial data

Promoting analysis and simulation by expanding the target and utilizing not only static data but also dynamic data

Active utilization

※The use of personal information may be restricted

Bureaus in TMG

Municipalities, private sector, etc.

Publication of results of analysis/simulation

Promotion of sharing of knowledge utilizing digital twin technology

Each operating body utilizes geospatial information for solving issues

Disaster prevention | **Urban development** | **Mobility** | **Environment** | **Others**

- **Prediction of damage, disaster recovery**
- **Urban planning/development**
- **Maintenance and upgrade of infrastructure**
- **Housing policy, management of buildings**
- **Prediction of traffic jams, logistics, etc.**

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ 3D models of all the areas in Tokyo become available by making available 3D models in the islands. ■Geospatial data such as 3D models is used and linked for buildings along roads for emergency transportation, countermeasures against debris flood, and port facilities.	■ The specifications and standards for data are coordinated toward the integration of various digital twins whose scale is different (throughout Tokyo, areas, buildings). ■ The utilization of 3D models is promoted at each Bureau so that their effect is seen in various use cases.	■ Utilization of 3D viewer with a view to linking to dynamic data ■An environment where the national government, municipalities, neighboring prefectures, and businesses can utilize geospatial data seamlessly is realized to back up DX in various fields such as disaster prevention and urban development.

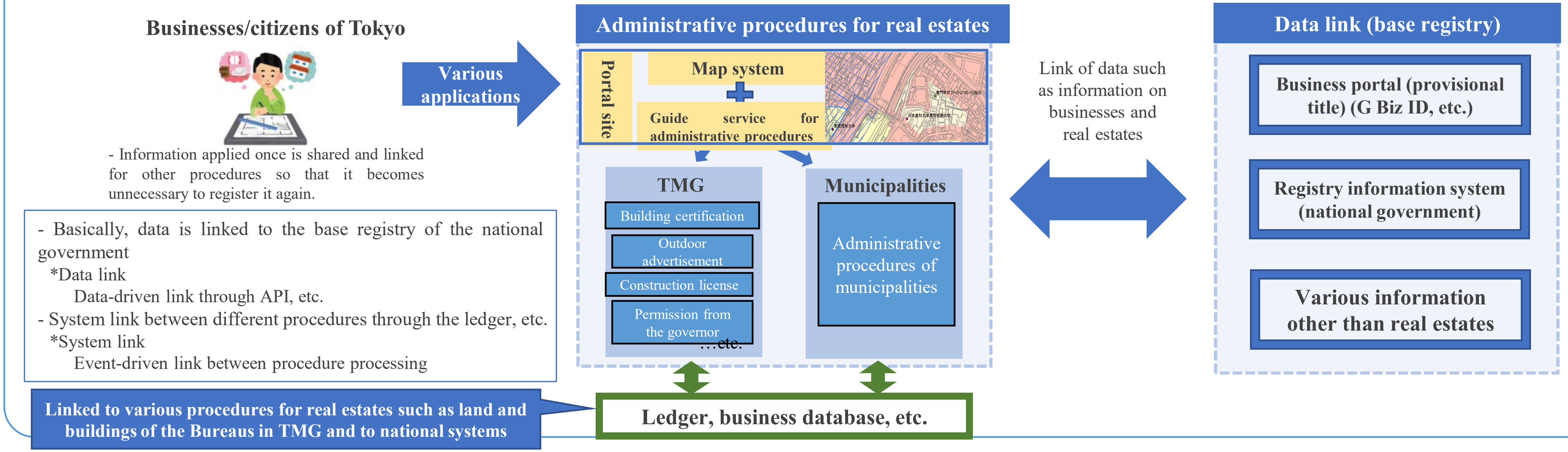
② Realize a one-stop service for real estate procedures in throughout Tokyo

Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- **Once-only and one-stop** procedures are realized by linking data and introducing a "guidance service for administrative procedures" which explains necessary procedures in an easy-to-understand manner utilizing **maps and AI**.
- The procedures at the Bureaus in TMG and municipalities will be included with the aim of **speeding up administrative processing and improving its efficiency throughout Tokyo**.
- Smart Tokyo is realized by developing an environment where it is easier for users to examine how to exploit land by obtaining access to various data on land through data link.



Businesses/citizens of Tokyo

- Information applied once is shared and linked for other procedures so that it becomes unnecessary to register it again.

- Basically, data is linked to the base registry of the national government
  *Data link
    Data-driven link through API, etc.
- System link between different procedures through the ledger, etc.
  *System link
    Event-driven link between procedure processing

Various applications

Administrative procedures for real estates

Portal site

Map system

Guide service for administrative procedures

TMG
- Building certification
- Outdoor advertisement
- Construction license
- Permission from the governor

…ete.

Municipalities
- Administrative procedures of municipalities

Link of data such as information on businesses and real estates

Data link (base registry)
- Business portal (provisional title) (G Biz ID, etc.)
- Registry information system (national government)
- Various information other than real estates

Ledger, business database, etc.

Linked to various procedures for real estates such as land and buildings of the Bureaus in TMG and to national systems

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ The base registry of applicant information and the portal site are under construction for major procedures of the Bureau of Urban Development.	■ Launch of a portal site utilized to apply for outdoor advertisement registration, construction license, and building certification ■ The progress of a "business portal (provisional title)" of the national government is checked to summarize requirements for TMG	■ The service is deployed in the Bureaus in TMG and municipalities by linking to the business portal (provisional name) of the national government. ■ An environment where land can be used more easily for construction, etc. will be developed by linking information on regulations and various facilities.

6 Environment

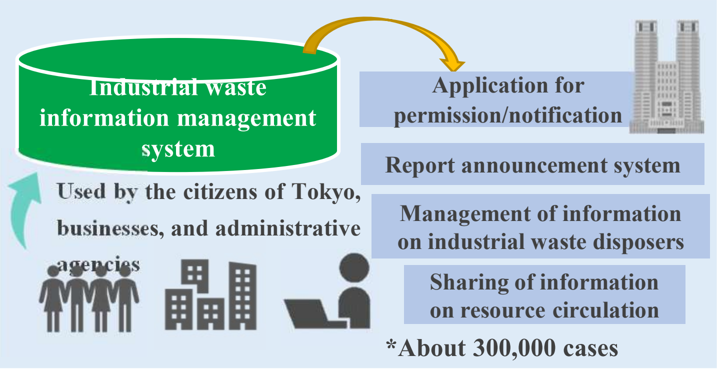
① Realize DX in procedures and information management related to industrial waste

Partners National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- The procedures for industrial waste are **managed and operated integrally** and **user-friendliness improves** by establishing a model with a view to linking them to the national system and utilizing them in other local governments.
- A system to **share information** on circulation and proper treatment of resources by industrial waste disposers and **promote the transfer to a circular economy** is examined and established


Industrial waste information management system
Application for permission/notification
Report announcement system
Management of information on industrial waste disposers
Sharing of information on resource circulation
Used by the citizens of Tokyo, businesses, and administrative agencies

*About 300,000 cases

<Future developments>
Prior establishment of sub-systems which can be developed from an early stage

【Sub-system for online notification of vehicle change】
The procedure for notification of vehicle change can be made online and it is linked to information on automobiles registered with the national government

【Sub-system for resource circulation sharing】
The records of industrial waste processed by industrial waste disposers and information on recycling can be viewed and searched by businesses and manufacturers that generate industrial waste

Rebuilding of the industrial waste information management system

⇒ Promotion of the expansion of collaboration with the national government and local governments

Effects

- ✓ **Improvement of** usability of services for **related businesses, etc.**
- ✓ **Improved operational efficiency** by integrating **industrial waste-related information in collaboration with the national government**
- ✓ **Promotion of further resource circulation by developing an infrastructure for linking between static industries to dynamic industries**
- ✓ **Establishment of model cases with a view to utilizing them in other local governments**

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ An automated verification sub-system is established in advance by making available the procedure for notification of change in industrial waste vehicle online and linking it to information on automobiles registered with the national government. ■ A sub-system which allows manufactures, etc. to view and search information on records of processing and recycling by industrial waste disposers is established in advance to promote resource circulation. *The service of the sub-system established in advance will be launched in fiscal 2026.	■ Rebuilding of the industrial waste information management system with a view to collaborating with the national government (development of principal system) *The service of the whole system will be launched in fiscal 2029 ■ Collaboration with local governments in Tokyo responsible for the procedure for permission and licensing of industrial waste and policy collaboration organizations responsible for related duties	■ Expansion of the collaboration with the national government and other local governments

② Collect, analyze, and transmit information on natural environments in wide areas

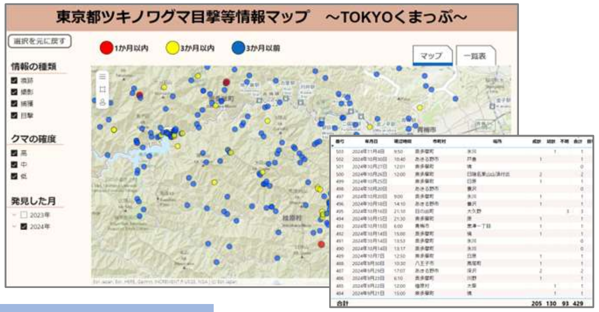
Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- A model in the form of maps with information on appearances of wildlife is provided to **neighboring prefectures in Kanto** and **linked to apps provided by private companies**.
- Operational efficiency and user-friendliness for the citizens of Tokyo will improve by establishing a system with a view to linking data to nationwide local governments.

TOKYO Kumap (information on sightings of black bears)



Different colors depending on **the period of sightings**

Timely information provision

Provision of **detailed information** in lists

Effects

- ✓ Creation of **user-friendly and convenient maps** based on opinions from users and TMG employees
- ✓ **Timely information provision** by increasing the frequency of information update through better operational efficiency
- ✓ In the future, **information will be transmitted to other prefectures** in collaboration with local governments in neighboring prefectures in Kanto

▶ **Prevention of damage on humans by wildlife such as bears**

Future developments

Neighboring prefectures　**Municipalities**

The initiative of TMG is shared as a common infrastructure

- Trial and collaboration for shared use
- Improvement of operability based on questionnaire
- Reports of sightings can be registered in the future (by municipalities, etc.)
- Large beasts other than bears will be included
- Data link to nationwide local governments

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ Further improvement of operability by utilizing the survey function added to TOKYO Kumap ■ Consideration toward the establishment of a new system with a view to sharing it with neighboring prefectures	■ A new system is established and used on a trial basis with one neighboring prefecture ■ Addition of a function of registering information on sightings of bears by municipalities ■ Push notification of information on sightings of bears	■ Further collaboration with nationwide local governments and apps provided by private businesses ■ Large beasts other than bears (boars, etc.) will be registered

③ Back up environmentally friendly actions throughout Tokyo

Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

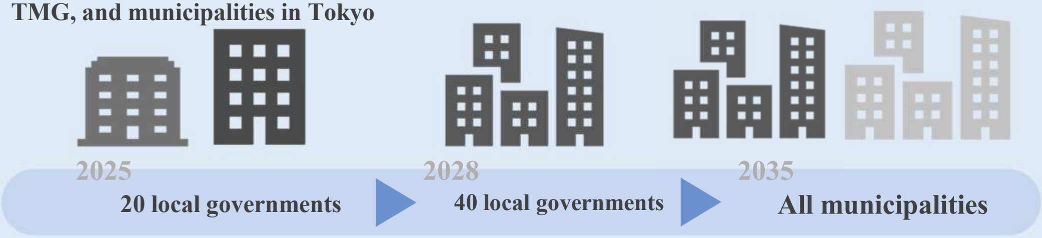
- More events held by the national government and municipalities in Tokyo and facilities for environmental learning will be included in **the program in which anyone can enjoy and continue eco-actions** through environmentally-friendly learning and experiences.
- **TMG backs up environmentally-friendly** actions by the citizens of Tokyo in collaboration with Tokyo Point (TP) **and spreads eco-actions with the participation of the citizens of Tokyo**

"TOKYO-ecosteps" **is a membership program in which anyone can enjoy and continue eco-actions** through eco-friendly learning and experiences.

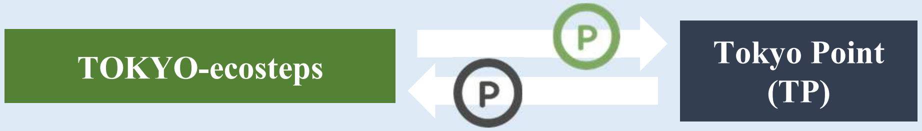
TOKYO ecosteps
公益財団法人 東京都環境公社
お問い合わせ
マイページ
音声読み上げ
TOKYO-ecostepsとは
お知らせ
イベント情報
助成金について
環境学習情報
文字サイズ 小 中 大
メンバー登録する
LINE友だち追加

→ The members receive latest information on events and facilities for environmental learning and earn points in accordance with eco-actions.

Expansion of the collaboration with the national government, bureaus in TMG, and municipalities in Tokyo


2025
20 local governments
2028
40 local governments
2035
All municipalities

Collaboration with Tokyo Point (TP)


TOKYO-ecosteps
P
P
Tokyo Point (TP)

Effects

- ✓ **Expansion of participants and eco-actions through the collaboration with the national government, Bureaus in TMG, and municipalities in Tokyo**
- ✓ **Improvement of usability for the citizens of Tokyo by integrating points**

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ More events held by the national government, Bureaus in TMG, and municipalities in Tokyo and facilities for environmental learning will be included in this program (Collaboration with municipalities: 20 local governments)	■ Collaboration with Tokyo Point (TP) ■ More events held by the national government, Bureaus in TMG, and municipalities in Tokyo and facilities for environmental learning will be included in this program (Collaboration with municipalities: 40 local governments)	■ More events held by the national government, Bureaus in TMG, and municipalities in Tokyo and facilities for environmental learning will be included in this program (Collaboration with municipalities: 62 local governments)

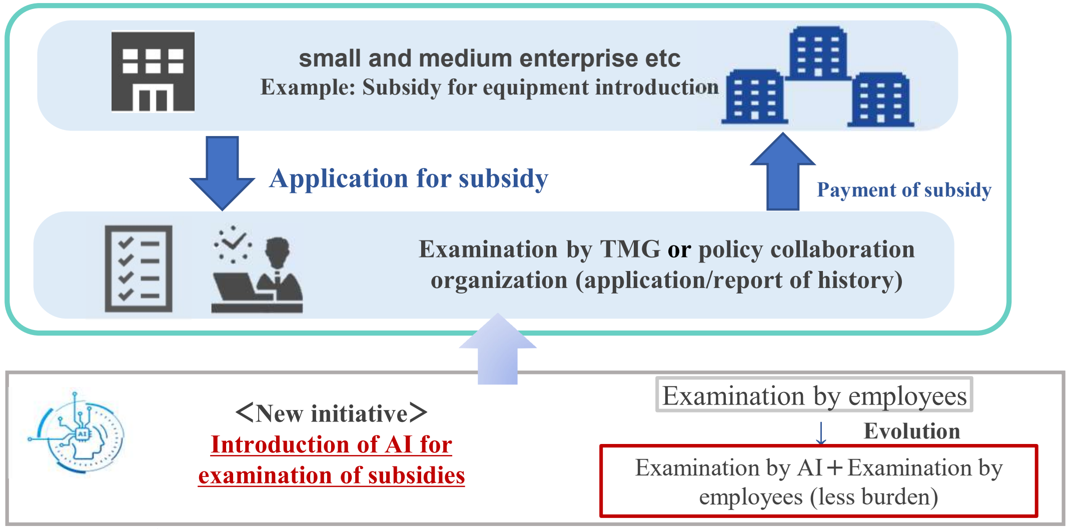
7 Industry

① Speed up support for the citizens of Tokyo and businesses by introducing AI-based examination of subsidies

Partners	National government/other prefectures	**Municipalities**	**Bureaus in TMG**	**Policy collaboration organizations**
Targets	Citizens of Tokyo	**Businesses**	**TMG employees**	

Future image to reach for

- **Model cases in which AI is utilized for** examination of subsidies applied by small and medium enterprise are created and then **deployed in the Bureaus in TMG and other local governments.**
- **Operational burden is reduced** and decisions to grant and pay subsidies to the citizens of Tokyo and businesses **will speed up.**



small and medium enterprise etc

Example: Subsidy for equipment introduction

Application for subsidy

Payment of subsidy

Examination by TMG or policy collaboration organization (application/report of history)

<New initiative>

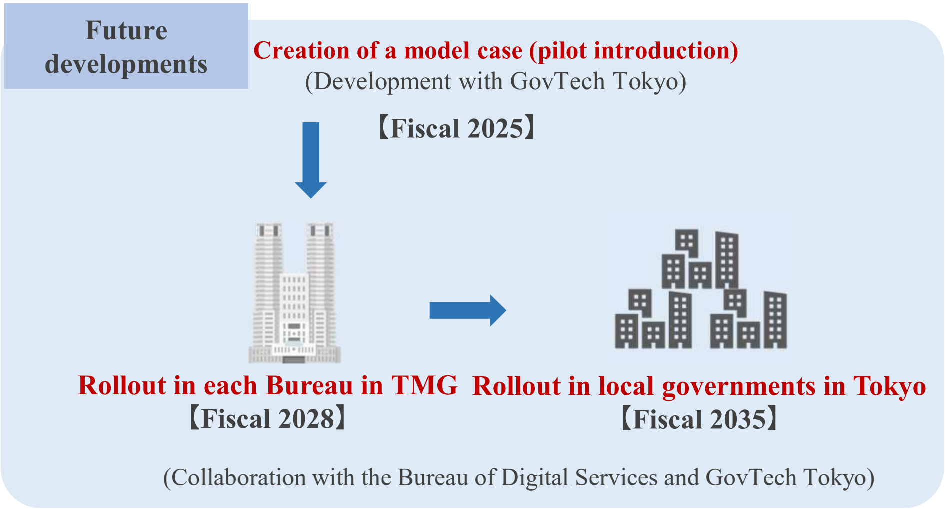
Introduction of AI for examination of subsidies

Examination by employees

↓ **Evolution**

Examination by AI＋Examination by employees (less burden)

Effects **Improved operational efficiency** **Speedy decision to grant subsidy and payment**



Future developments

Creation of a model case (pilot introduction)

(Development with GovTech Tokyo)

【Fiscal 2025】

Rollout in each Bureau in TMG

【Fiscal 2028】

Rollout in local governments in Tokyo

【Fiscal 2035】

(Collaboration with the Bureau of Digital Services and GovTech Tokyo)

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ Start of development of model cases ■ Pilot introduction (about 3 projects) ■ Verification and improvement for full-scale rollout in fiscal 2026 ■ Transmission of the progress of development to each Bureau in TMG	■ **Start of utilization in Bureaus in TMG** that desire to use the system ■ Improvement of examination precision by AI after the full-scale introduction	■ **Wider use** in the Bureaus in TMG ■ **Expansion of use in local governments in Tokyo**

② Establish a platform which “visualizes” startups throughout Japan

Partners	National government/other prefectures	Municipalities	Bureaus in TMG	Policy collaboration organizations
Targets	Citizens of Tokyo	**Businesses**	TMG employees	

Future image to reach for

- **Establish a platform that visualizes nationwide startups** engaged in solving social issues together with the national government, municipalities, and local governments and with the help of governments.
- **Record the history of support provided to each startup and the status of growth. This data is utilized to capture a whole image** such as the scale of economic impact. Moreover, this data is **transmitted globally** to promote the ecosystem of Tokyo and Japan.
- **A system to realize once-only and one-stop procedures for supporting startups is established** by linking this platform to apps for startups (TIB app, etc.) and G Biz ID.
- As a first step, a platform that visualizes startups that have connection with TMG is established based on TiB and **deployed nationwide**.

<Common platform>

Visualization of startups nationwide

- **A list of startups is created and disclosed on a website, etc.**
- **Records of activities such as support given and participation in events are accumulated from a stage before starting a business to a stage after exit**
- **Periodic survey of information on market value and financing**
- **Grant of common codes to link to G Biz ID, etc. (through apps)**
- **Sharing of necessary data nationwide**

*Operated by each prefecture

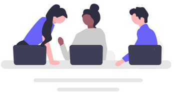
Provision of information from startups, member registration, and collaboration with other initiatives

Global transmission

- **Expositions held nationwide**
- **Link to global databases**

Once-only and one-stop procedures

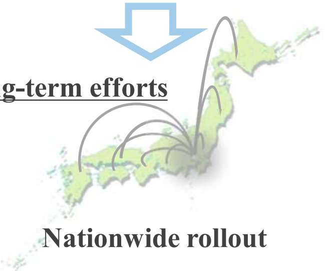
- **Utilization of apps (TIB app, etc.)**
- **Link to G Biz ID and jGrants**



Short-term and mid-term efforts

TiB

“Visualization” based on the TIB app
Building a platform



Long-term efforts

Nationwide rollout

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
■ Summarization of historical data of collaboration with startups in TMG and creation of a list ■ Design of link to the TIB app (member information registration function, etc.)	■ A system of consolidating information based on the TIB app is established and operated. ■ Link to global major databases ■ Participation in expositions held worldwide and promotion activities at SusHi Tech Tokyo and other events (total amount of funds raised, market capitalization, the number of employees, list of alumni, etc.)	■ Once-only and one-stop procedures utilizing common codes and apps when receiving public procurement or support from TMG ■ Standardization at a national level

Policy DX-2

Shared DX-framework promotion projects

① Development and utilization of AI throughout Tokyo (integration of AI)
② Apps that integrally connect TMG and the citizens (integration of apps)
③ Centralized management of administrative procedures (integration of procedures)
④ Utilization of business database (integration of information on businesses)
⑤ TOKYO Dashboard (integration of dashboard)
⑥ Strengthened security throughout Tokyo (integration of security measures)

Shared DX-framework promotion projects

When the operational reform (BPX) beyond the borders of governments is carried out utilizing digital tools, it is effective to **share use of systems and digital tools used in common or similar operations out of those carried out by the Bureaus in TMG and municipalities as the infrastructure that backs up Policy DX**.

Firstly, **TMG will focus on six breakthrough fields and realize the three basic digital principles (digital first, once-only, connected/one-stop) utilizing the common infrastructure, thereby improving the usability for the citizens of Tokyo and businesses and streamlining internal operations. It is important to make efforts in line with the reality of operations of each Bureau utilizing the common infrastructure.**

Six breakthrough fields toward the integration of system infrastructure

Effects of shared use ⇒ Improvement of efficiency by centralization and of quality by enhanced expertise

- **Development and utilization of AI**
- **Utilization of business database**
- **Apps that connect TMG and the citizens**
- **Dashboard**
- **Management of administrative procedures**
- **Security**

…

Improvement of usability for the citizens of Tokyo and businesses

Consideration of unified log-in

Integration and sharing of system infrastructure

Utilization in each project and feedback

Priority fields (leading projects)

- **Childcare**
- **Urban development**
- **Education**
- **Environment**
- **Healthcare and welfare**
- **Industry**
- **Disaster prevention**
- **Other fields**

…

Consideration of expanding efforts and fields

Shared DX-framework promotion projects

① Development and utilization of AI throughout Tokyo (integration of AI)

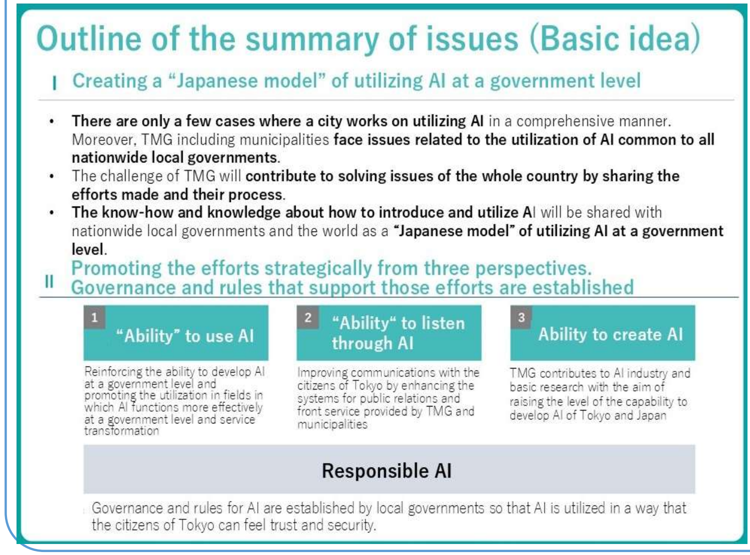
Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- A control tower function for the development and exploitation of AI evolving every day is introduced to thoroughly utilize AI throughout Tokyo. As a result, DX will be taken into the next stage and operational efficiency of TMG employees and the quality of services provided to the citizens of Tokyo will improve dramatically .

Summary of issues to formulate AI strategy



Outline of the summary of issues (Basic idea)

Ⅰ Creating a “Japanese model” of utilizing AI at a government level

- **There are only a few cases where a city works on utilizing AI** in a comprehensive manner. Moreover, TMG including municipalities **face issues related to the utilization of AI common to all nationwide local governments**.
- The challenge of TMG will **contribute to solving issues of the whole country by sharing the efforts made and their process**.
- **The know-how and knowledge about how to introduce and utilize A**I will be shared with nationwide local governments and the world as a **“Japanese model” of utilizing AI at a government level**.

Ⅱ Promoting the efforts strategically from three perspectives. Governance and rules that support those efforts are established

1 **“Ability” to use AI**

Reinforcing the ability to develop AI at a government level and promoting the utilization in fields in which AI functions more effectively at a government level and service transformation

2 **“Ability“ to listen through AI**

Improving communications with the citizens of Tokyo by enhancing the systems for public relations and front service provided by TMG and municipalities

3 **Ability to create AI**

TMG contributes to AI industry and basic research with the aim of raising the level of the capability to develop AI of Tokyo and Japan

Responsible AI

Governance and rules for AI are established by local governments so that AI is utilized in a way that the citizens of Tokyo can feel trust and security.

Summer 2025
Formulation of TMG AI Strategy

In February 2025, the “summary of issues to formulate AI strategy” was prepared at the **TMG AI Strategy Meeting** established in December 2024 based on opinions submitted from experts.

Four principles for the utilization and development of AI (draft)

1. **The Bureau of Digital Services supervises the efforts of the entire TMG.**
2. **Common AI tools are utilized for common operations.**
3. **AI applications are developed for common utilization in the entire TMG.**
4. **The AI governance rules are implemented thoroughly.**

YouTube
25年後、みんなは何してる？東京はどうなっている？
未来の東京への
アイデア募集中！
東京都AI戦略会議　第1回

(First TMG AI Strategy Meeting)

Building and utilization of generative AI platform

- GovTech Tokyo will **build a generative AI platform**
- A generative AI application is produced internally based on common operations in TMG and applications used separately by the Bureaus will be integrated gradually
- **The platform will be expanded to the municipalities in Tokyo and to nationwide local governments** around fiscal 2035.

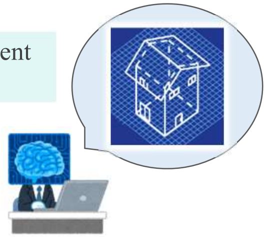
Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
• **Formulation of TMG AI strategy** • **Building of a generative AI platform** in collaboration with GovTech Tokyo • **Internal production and utilization of applications** • **Introduction of broad listening and expansion of target**	• **Expansion of the utilization of the generative AI platform in the entire TMG and municipalities** ✓ Common operations in TMG, operations of each Bureau, operations of municipalities • **Expansion of the target of AI digital broad listening** • **Advanced front service**	• The generative AI platform is **also utilized in nationwide local governments** • Operations of TMG employees are assisted by this platform to dramatically improve their productivity • **The service transformation is realized in all administration fields**

Point !

Expanding the utilization of AI in the fields of TMG

Bureau of Taxation

Utilization of AI to evaluate houses and buildings/Support for employees through a cross-sectoral information search tool utilizing generative AI



Before

Employees had to check the quantity of each material/equipment used based on plan views and enter data manually

After

Image recognition AI reads plan views to automate and streamline the manual entry process

Before

A lot of time is required to search materials, because necessary information is scattered across laws and regulations, notices, and manuals

After

Generative AI is utilized to help employees to swiftly acquire operational knowledge so that they can respond to taxpayers properly and swiftly

Bureau of Construction

Detection of damaged roads by AI

Before

Damaged and deteriorated road surfaces were inspected visually from road patrol vehicles

After

Smartphones that detect damaged road surfaces by AI are installed on patrol vehicles. **AI is utilized as tools to assist and support road patrol inspections**

Bureau of Waterworks

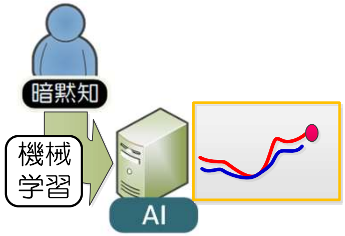
Support the work of injecting necessary chemicals for water purification by AI

Before

The amount of chemicals used at water treatment plants was judged based on a rule of thumb of experienced employees in accordance with raw water quality

After

AI helps less experienced employees to make judgment by learning historical records of injection of experienced employees **and predicting the quantity to be injected**



Bureau of Sewerage

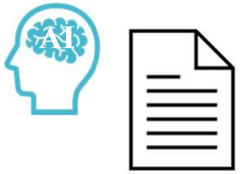
Creation of draft answers to questions about construction by AI

Before

Employees had to create answers in 2 or 3 days to a few hundreds of questions made when a work is ordered

After

AI in development creates draft answers and employees verify them, supporting efficient operations



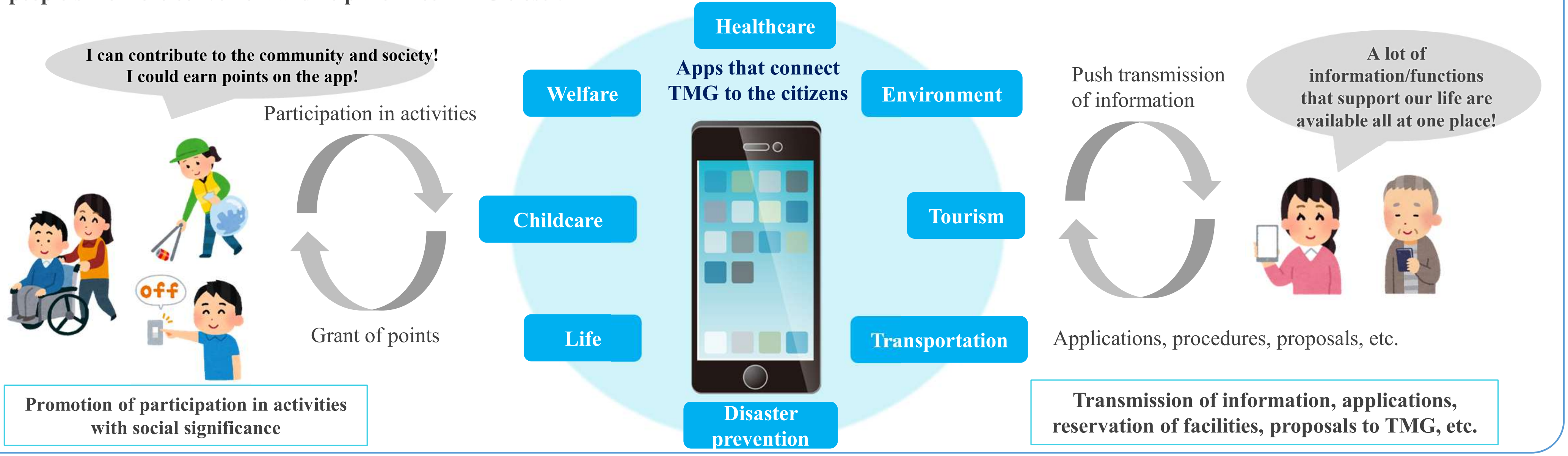
Realize the increase in "you time" (personal time) and advanced and speedy project execution due to improved operational efficiency

② Apps that integrally connect TMG and the citizens (integration of apps)

Partners	National government/other prefectures	Municipalities	Bureaus in TMG	Policy collaboration organizations
Targets	Citizens of Tokyo	Businesses	TMG employees	

Future image to reach for

- The point systems of different Bureaus are consolidated, and social good actions are visualized. The participation in those actions is promoted **by granting points to socially-significant activities**.
- Building on the point app, the apps, **various procedures, and the reservation function of facilities provided by different Bureaus will be integrated to be an app that makes people's life more convenient and help them feel TMG closer.**


I can contribute to the community and society!
I could earn points on the app!
Participation in activities
Grant of points
Healthcare
Welfare
Apps that connect TMG to the citizens
Environment
Childcare
Tourism
Life
Transportation
Disaster prevention
off
Push transmission of information
A lot of information/functions that support our life are available all at one place!
Applications, procedures, proposals, etc.

Promotion of participation in activities with social significance

Transmission of information, applications, reservation of facilities, proposals to TMG, etc.

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
• **Rollout of point app service** (utilized in around 50 projects of different Bureaus) • **"Connected Campaign" (provisional title)** will be run in autumn when the certification system based on social security and tax number is implemented (Target: Citizens of Tokyo aged 15 years or higher)	• **Consolidate the point projects of different Bureaus and expand their utilization** (Utilized in projects carried out by different Bureaus, policy collaboration organizations, and municipalities) • **Apps provided by several Bureaus are integrated** to one point app	• The point app will be utilized by **all Bureaus and municipalities** • **Various procedures and the reservation function** of facilities are integrated to be a super app (convenient and familiar app used by many citizens of Tokyo)

③ Centralized management of administrative procedures (integration of procedures)

Partners	National government/other prefectures	Municipalities	Bureaus in TMG	Policy collaboration organizations
Targets	Citizens of Tokyo	Businesses	TMG employees	

Future image to reach for

- A database for integrated management of basic information on procedures will be developed for the purpose of improving the convenience of administrative procedures, which are the most common touch point for the citizens of Tokyo and businesses with TMG. Then, **a portal for integrated procedures with detailed information required for application will be launched to realize digital procedures which users can "search, understand, and use immediately" in accordance with their needs and situations.**

Now

- I don't know what type of administrative services are provided and where.
- I don't know which procedures I can apply for, even if I'm qualified.
- It is required to submit documents every time and it is complicated to attach documents and complete ID identification.

Subsidy
Benefit

BPR is implemented for each project

Basic information is summarized for each procedure and stored in the database

【Procedure for ○○】
Application for procedure for ○○
Notification of disposition of procedure for ○○

【Procedure for △△】
Application for procedure for △△
Notification of disposition of procedure for △△

【Procedure for □□】
Application for procedure for □□
Notification of disposition of procedure for □□

Portal for administrative procedures

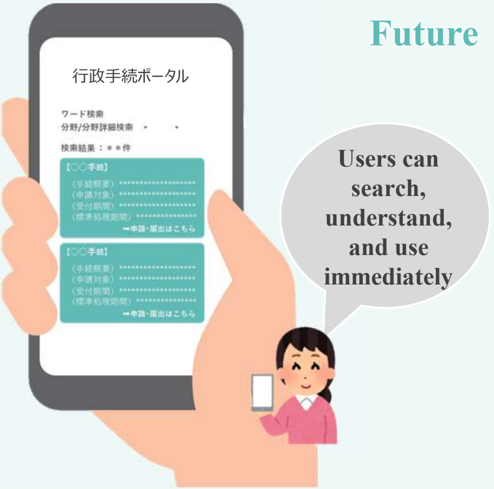
Word search
Field/detailed search by field
Search results: ＊＊

【Procedure for ○○】
(Outline) ******************
(Eligibility) ******************
(Period of application) ******************
(Standard processing time) ***************
➡ You can apply here

行政手続デジタル化ダッシュボード

The functions of the existing dashboard are enhanced and linked to transmit information on procedures in an integrated manner

Future


行政手続ポータル
ワード検索
分野/分野詳細検索
検索結果：＊＊件
【○○手続】
（手続概要）
（申請対象）
（受付期間）
（標準処理期間）
➡申請・届出はこちら
【○○手続】
（手続概要）
（申請対象）
（受付期間）
（標準処理期間）
➡申請・届出はこちら
Users can search, understand, and use immediately

Integrated into the official TMG app (Tokyo app)

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
• **A database that integrally manages basic information on procedures will be built** ✓ Basic data on administrative procedures is summarized for each procedure assuming that it is used by the citizens of Tokyo and businesses. • **Rules for how to update the database and maintain information will be established.**	• **The functions of the database will be enhanced to register the procedures** ✓ The conditions for application, eligibility, and period of application will be included. • **The registry of procedures will be utilized to accept application from the portal.** ✓ A robust ID check function will be implemented.	• **One-stop service will be provided via the official TMG app (Tokyo app).** • **The data link function will be implemented to reduce attached documents.**

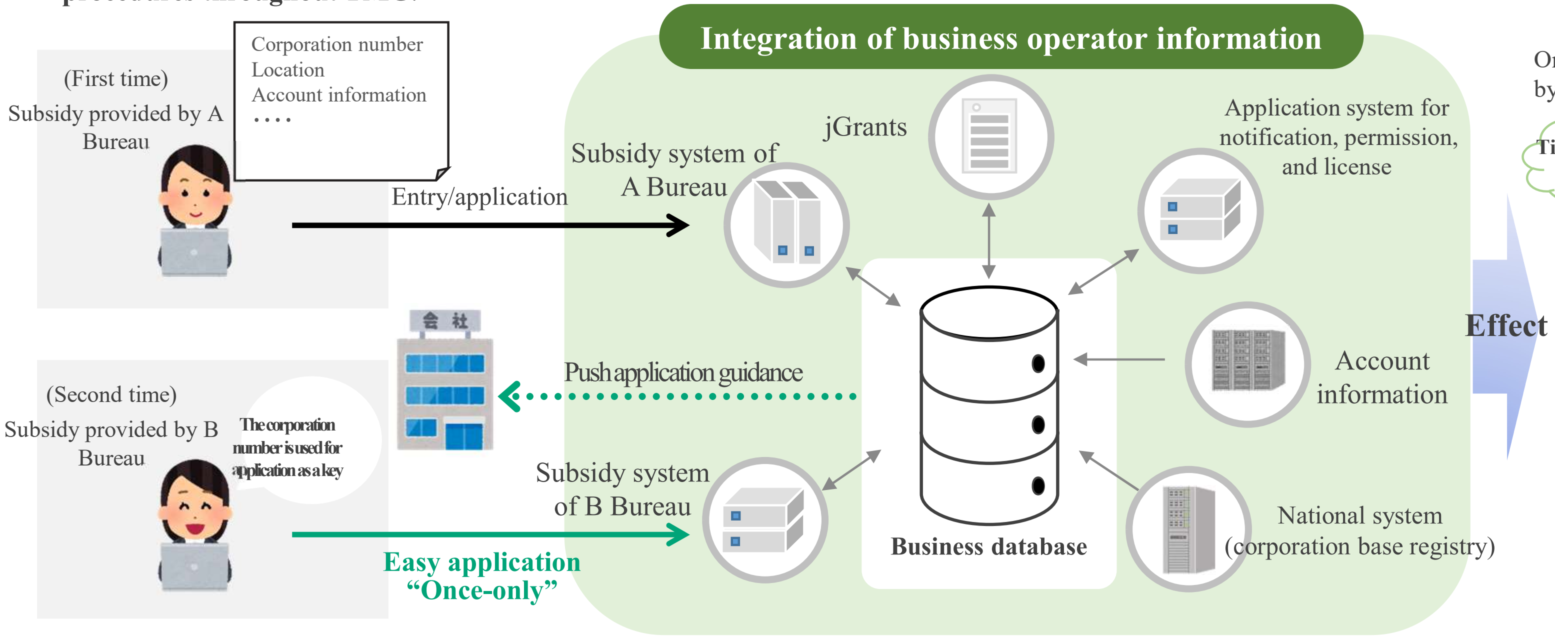
④ Utilization of business database (integration of information on businesses)

Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- **A TMG business operator base registry will be built, which serves as a base of accumulating and linking basic information on business operators**, to improve the usability for business operators and operational efficiency in TMG. **This speedy procedure project is promoted for the purpose of realizing once-only and one-stop in all procedures throughout TMG**.


Integration of business operator information
(First time)
Subsidy provided by A Bureau
Corporation number
Location
Account information
・・・・
Entry/application
Subsidy system of A Bureau
jGrants
Application system for notification, permission, and license
Business database
Account information
National system (corporation base registry)
Subsidy system of B Bureau
Push application guidance
(Second time)
Subsidy provided by B Bureau
The corporation number is used for application as a key
Easy application "Once-only"
Effect

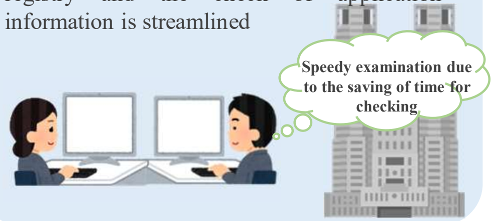
● Simplified administrative procedures

Once-only is realized for all procedures for application by business operators to reduce their burden

Time for entry was reduced
Information is reflected on other procedures!

● Efficient operations

Information required for examination, etc. is consolidated to the business operator base registry and the check of application information is streamlined


Speedy examination due to the saving of time for checking

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
・**Once-only procedures for subsidy projects, etc. for businesses throughout TMG** ✓ Rollout of a business database ✓ Link of information to the national subsidy application system (jGrants)	・**Once-only will be applied to all procedures for business operators** ✓ Expansion of the database to notifications, permissions, and licenses ・**Efficient examination duties of procedures throughout TMG**	・**Link to the corporation base registry of the national government** ✓ Automated link to information managed by the national government such as registry information ・**Complete once-only and one-stop procedures linked to the procedures of the national government**

⑤ TOKYO Dashboard (integration of dashboard)

Partners: National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets: Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- The dashboards used in TMG are **systemized and integrated** in accordance with policies. Moreover, data is transmitted to the citizens of Tokyo in an easy-to-understand manner **utilizing latest technologies**.
- In the future, TMG will aim to build and disseminate **a Japanese model of transmitting policies based on the dashboard in collaboration with the national government**, etc.

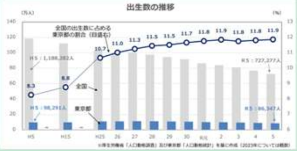
TOKYO dashboard (image)

① Important policy themes

<Easy-to-understand analysis>

これ知ってる？
東京都
人口減少問題に関する
「ホント」のこと

<Visualized data>



② Visualization based on AI

<Broad listening>

<Text mining>

What is dashboard?

- ➢ A tool to consolidate various data to one screen and display it in an easily visible manner
- ➢ In TMG, each Bureau used to visualize and publicize the current situations of Tokyo and the progress of policies

Future developments

- ➢ "TOKYO Dashboard" that integrates different dashboards used in TMG will be publicized.

Integration

The dashboards used in TMG will be consolidated to transmit information on a one-stop basis. A system to automatically reflect latest data on the dashboard will be built.

Transmission of important policy themes

The progress of important policy themes will be transmitted by field based on the efforts for Policy DX and the dashboards used in TMG

Visualization utilizing AI

The opinions and interests of the citizens of Tokyo will be visualized based on questionnaire surveys utilizing broad listening and text mining.

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
-・**Launch of TOKYO dashboard** ✓ The existing dashboards are consolidated so that the citizens of Tokyo can access integrally. ✓Opinions of the citizens of Tokyo are visualized and publicized utilizing broad listening.	・The transmission of policies will be reinforced **by enhancing the utilization of data in the private sector** ・**Data will be reflected automatically** through a dashboard infrastructure that collects and accumulates various types of data.	・A Japanese model of transmitting policies based on the dashboard will be established and disseminated in collaboration with the national government, etc.

⑥ Strengthened security throughout Tokyo (integration of security measures)

Partners National government/other prefectures | Municipalities | Bureaus in TMG | Policy collaboration organizations

Targets Citizens of Tokyo | Businesses | TMG employees

Future image to reach for

- A joint cyber security center will be established to protect sensitive information of the citizens of Tokyo and the important infrastructure that supports their livelihoods from more advanced and sophisticated cyberattacks. TMG aims to take cyber security measures throughout Tokyo.

Advanced initiative

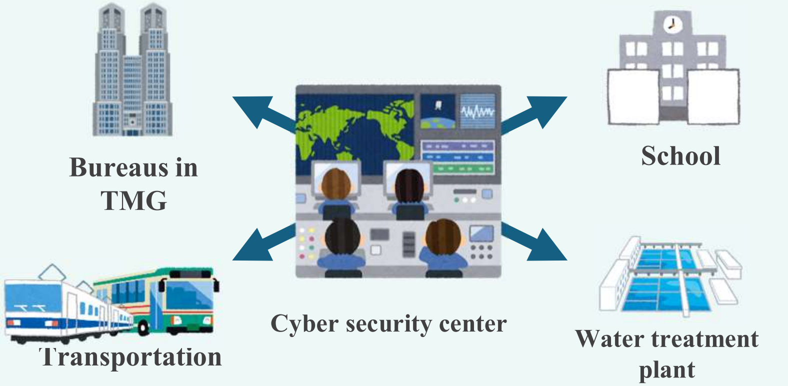
In the state of New York

・The state government plays a leading role in operating a joint cyber security center together with several local governments.
・**The effect of measures is maximized by integrating** necessary **human resources and technologies**.

》

Integrated security measures

・**Integrated response to cyberattacks by introducing the most advanced tools**
・**A dedicated team of GovTech Tokyo provides support to countermeasures to be taken.**



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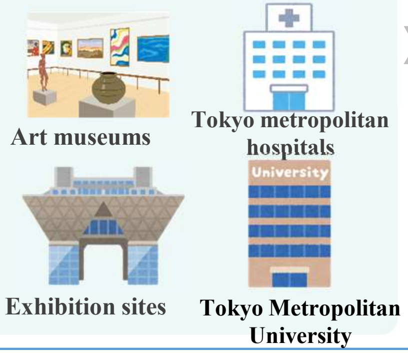
・**The measures will be expanded to policy collaboration organizations and local incorporated administrative agencies on the front line of services provided to the citizens of Tokyo**
・**Consideration of collaboration with municipalities**



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Effect

・Promote "centralization" of human resources and technologies required for security measures and reinforce the defensive capacity against cyberattacks throughout Tokyo.

・A base (hub) of nurturing scarce human resources specialized in security

Short-term (fiscal 2025)	Mid-term (fiscal 2028)	Long-term (fiscal 2035)
・**Establishment of a cyber security center** ・**Introduction of advanced security tools**	・The cyber security center **will be expanded to policy collaboration organizations and local incorporated administrative agencies.**	・The joint cyber security center will play a core role in **realizing advanced security measures throughout Tokyo.**

Point

How to promote Policy DX in the future

How to promote Policy DX in the future

We promote BPX, implement the Three Basic Digital Principles , **improvements in QOS (quality of service) that truly benefit residents about** and increase “you time” (personal time) for the citizens of Tokyo , businesses, and employees. In addition, in order to **contribute to the nation** as the capital, Tokyo, we promote agency-wide efforts based on the following three points.

1 Design services from the customer's perspective

○**Brushing up services from the customer's perspective** by gathering the concerned parties and listening to the opinions of the parties related to services

○Assess the effects of the business before and after, such as service satisfaction and time-saving effects and lead to further efforts

2 Pursue the ideal from a long-term perspective

○Even if it is difficult to achieve in the short term, we think about things in the long term, such as 3 or 10 years from now and **create a big vision.**

○In cooperation with the national government, we review systems and mechanisms that act as barriers and promote social change and transformation with bold ideas.

3 Co-create across organizations

○**Promote Policy DX in all areas** to further enhance the QOL of the citizens of Tokyo

○**Open up knowledge on the status and results of TMG's efforts** and **involve the national government, municipalities and the privates**.

○In addition to the Tokyo model, we **promote the use in other prefectures and nationwide.**

Chapter 3 Core project

○Core project is the core project for promoting agency-wide reform.

○This section presents the **concept** and **outline of each effort and the development of each effort over the next three years**.

○There are **things we need to work on continuously** to establish **new and strengthened efforts** as the organizational culture of TMG's.

○Structural reform efforts should not be promoted only by specific departments. In order to improve QOS of TMG's and enhance QOL of the citizens of Tokyo, the **significance and goals** of the project are shared by all concerned parties and we work **together to put the spirit of SHIN-TOSEI X into practice**.

Project-1 User Participation and Collaboration Projects

Project-2 Smartwork Project

Project-1

User Participation and Collaboration Projects

〇DX of TMG is moving beyond mere digitalization to the improvement of the quality of services.
In order to provide better services, it is important to constantly review services through dialogue with users, such as the implementation of user reviews.

〇As the social situation changes rapidly, towards the creation of new services and further innovation, it is necessary to further strengthen efforts involving various entities including the citizens of Tokyo and businesses such as open data initiatives and co-creation among government officials, government academias and the public and private.

1 Digitization of administrative procedures that make people feel "convenient"
2 Thorough implementation of "Service Design" to create attractive services through dialogue with users
3 Continuous improvement based on user reviews
4 Development of multilingual support and “Public relations that can be conveyed" according to user needs
5 Disseminate SHIN TOSEI's achievements and good cases in an easy-to-understand and effective manner
6 Create social change from a major support base for startups
7 Promote Open innovation through the participation of the citizens of Tokyo
8 Promote data utilization and use of public and private with Tokyo Data Platform (TDPF)
9 Promote a virtuous cycle of open data by All Tokyo
10 Collaboration with GovTechTokyo

1 Digitization of administrative procedures that make people feel "convenient"

100% digitization of **administrative** procedures and continuous improvement of the quality of procedures (QOS)

- ➢All Bureaus work together and promote efforts to achieve **100% digitization of administrative procedures by the end of Fiscal 2026.**
- ➢We **improve QOS** through **thorough BPR and visualization of the quality of procedures** with a focus on priority procedures that account for 90% of the total number of annual applications.

Digitization of administrative procedures 100%

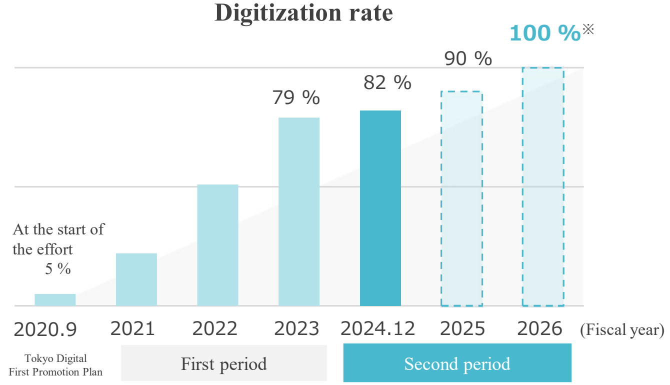
All procedures can be applid for online

+

Further improvement in QOS

Continuous improve the quality of procedures "faster," "simpler," and "easier to use."

Digitization rate



*100% digitization of procedures that can be handled at the discretion of the TMG by the end of Fiscal 2026

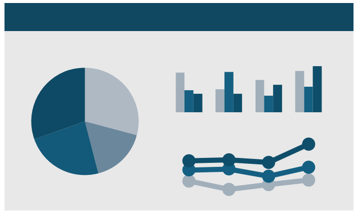
Three Principles for QOS Improvement

Faster
(Reduction of Processing Time)

Simpler
(Simplification of Procedures)

Easier to use
(UI/UX improvements)

In accordance with the quality standards of QOS Improvement Guidelines
Visualization of the quality of procedures (QOS)



implementation of measures

BPR

Reduction of time
Reduction of attached documents
Smartphone support

User Reviews

Improvement based on user feedback

To Attractive Quality

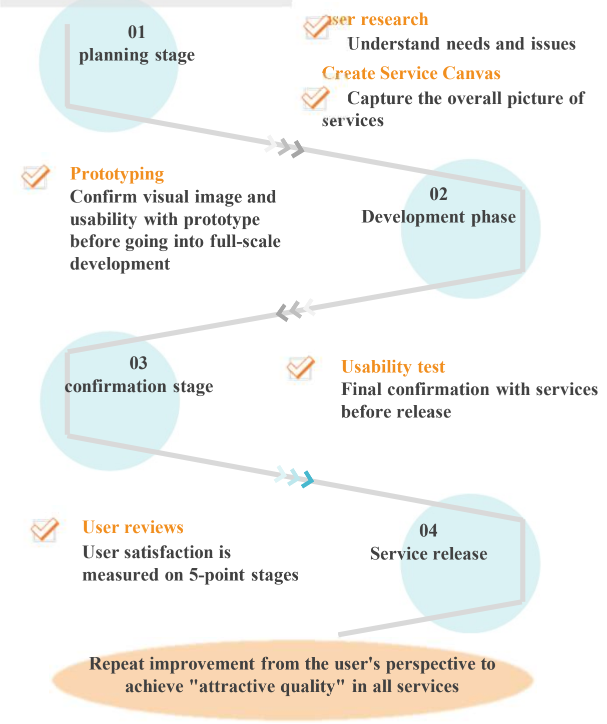
Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	From Fiscal 2027
Digitization of administrative procedures 100%	82% digitization rate (As of the end of 2024.12)	Digitization 90% complete	**Digitization 100% complete**	–
Further improvement in QOS	**BPR implementation of priority procedures** Start of user review implementation	**Visualization of QOS** (publication) **Expansion of BPR beyond priority procedures** **Complete implementation of all procedures user review**	**Attractive Quality Achievement**	Through visualization and implementation of measures continuous quality improvement

2 Thorough implementation of "Service Design" to create attractive services through dialogue with users

We further accelerate the development and improvement of services from the viewpoint of users in order to deliver attractive services

- ➢ We further accelerate efforts to reflect the needs of users in our services, such as Tokyo Metropolitan Service Canvas, which captures the overall picture of our services and user tests conducted at each process.

Service development process



01
planning stage

☑ **User research**
Understand needs and issues

Create Service Canvas
☑ Capture the overall picture of services

☑ **Prototyping**
Confirm visual image and usability with prototype before going into full-scale development

02
Development phase

03
confirmation stage

☑ **Usability test**
Final confirmation with services before release

☑ **User reviews**
User satisfaction is measured on 5-point stages

04
Service release

Repeat improvement from the user's perspective to achieve "attractive quality" in all services

Foster awareness of service design

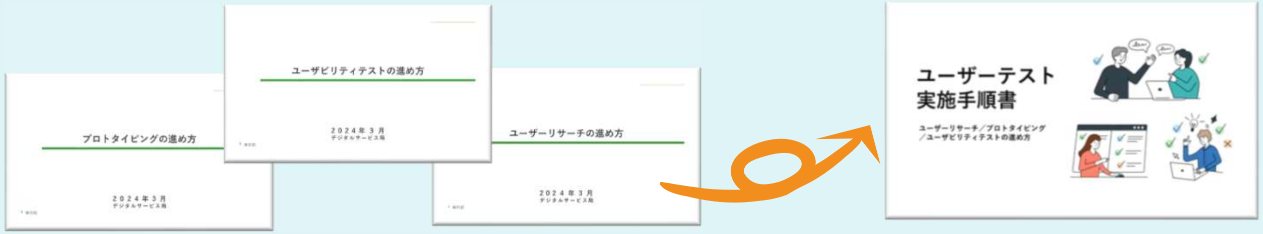
- ✓ Create service canvases and hold workshops where users can experience user testing
- ✓ Delivery of **e-learning content to learn** service design guidelines through cartoons
- ✓ **Create case studies** to share best practices so that users can imagine how to use service design

マンガで
分かる
サービスデザイン
ガイドライン

サービスデザイン
ガイドライン
事例集

Upgrading of user test implementation procedures

The three user test implementation procedures were integrated into one, and the key points of each test were explained based on specific user test cases, this version was updated to make it easier for development staff members to use



プロトタイピングの進め方
２０２４年３月
デジタルサービス局

ユーザビリティテストの進め方
２０２４年３月
デジタルサービス局

ユーザーリサーチの進め方
２０２４年３月
デジタルサービス局

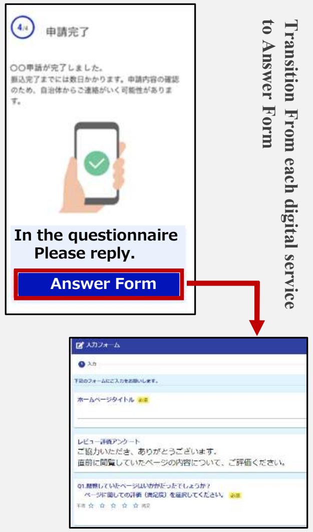
ユーザーテスト
実施手順書
ユーザーリサーチ／プロトタイピング
／ユーザビリティテストの進め方

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	From Fiscal 2027
user satisfaction	For all services such as administrative procedures (online) and HP Implement user reviews sequentially	→	→	Zero services with a user satisfaction rating below 3

3 Continuous improvement based on user reviews

Improve TMG's digital services to "Attractive Quality" by improving them from the user's perspective

- ➢ Implement user reviews across all digital services to **visualize satisfaction** and continue improving.
- ➢ Utilize the improvement budget secured in advance by Bureau of Digital services, we implement swift and flexible service improvements based on the opinions of users.
- ➢ **In addition to improving UI of the review form, we develop a new system that automatically analyzes collected feedback to** accelerate the improvement cycle.



④/4 申請完了

〇〇申請が完了しました。
振込完了までには数日かかります。申請内容の確認のため、自治体からご連絡がいく可能性があります。

In the questionnaire Please reply.

Answer Form

入力フォーム

❶ 入力

下記のフォームにご入力をお願いします。

ホームページタイトル 必須

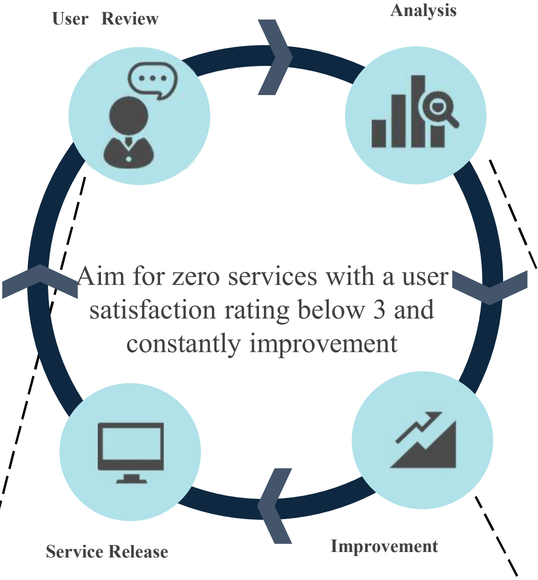
レビュー評価アンケート
ご協力いただき、ありがとうございます。
直前に閲覧していたページの内容について、ご評価ください。

Q1.閲覧していたページはいかがだったでしょうか？
ページに関しての評価（満足度）を選択してください。 必須

不満 ☆ ☆ ☆ ☆ ☆ 満足

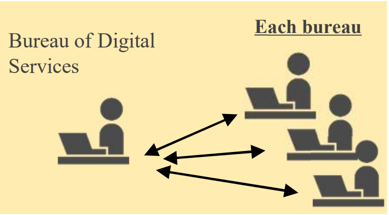
Transition From each digital service to Answer Form

・Satisfaction rating on a 5-point stages
・Reasons for satisfaction are also tabulated.



Aim for zero services with a user satisfaction rating below 3 and constantly improvement

Share the analysis results of the collected responses by each department



Using the improvement budget, Improve quickly and flexibly improvements

Examples of improvement requests from user reviews

▶ We would like you to show the waiting time and number of people and take measures to avoid waiting such as online reservation.

▶ Eliminate unnecessary page transitions and make it easy to access information.

●Agencies deployment schedules

	Current (Fiscal 2024)	From Fiscal 2025
Administrative procedures (Online)	**▶ Implement procedures of many number of applications first**	**▶ Complete implementing in all procedures by the end of Fiscal 2025**
Points of contact	**▶ Completed implementing at all points of contact. Share answers and continually improve in each department**	
contracts and expenditures	**▶ Implement review function for system release** (Scope of implementation is expanded gradually)	
HP	**▶ Completed implementing to each Bureau's main HP**	**▶ Gradually expanded to individual HP operated by each Bureau**

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	From Fiscal 2027
New system development	Consider new system plan	Design and development	Implement in all services	Continuous operation and system improvement

4 Development of multilingual support and "public relations that can be conveyed" according to user needs

Completion of English language support for high-priority administrative procedures in Fiscal 2025. Strengthen multilingual support throughout Tokyo

➢ We promote **multilingual support** so that foreigners do not feel a "language barrier" in business and life in Tokyo.

Multilingual support of administrative procedures

•Promote **multilingual support for high-priority administrative procedures**, such as those with many foreign users
Complete all necessary English language support in **Fiscal 2025** (84 businesses, 56 million projects), utilizing AI and other latest technologies.

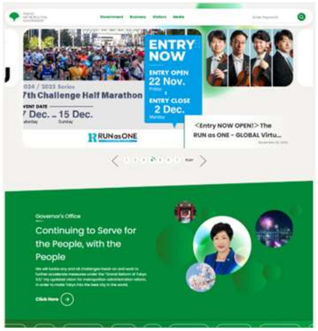
•We have newly started **Accompanied support such as consultation and accompanying for life-related procedures by support advisors in English**.

•**Strengthen multilingual support** throughout Tokyo by **grasping and analyzing the needs and feedback of foreigners** at administrative counters and feeding them back to all 62 wards/cities/towns/villages in Tokyo.

Multilingual translation display

Multilingual dissemination of TMG information

- Each Bureau English site is **integrated into TMG's comprehensive site** to improve its ability to disseminate information overseas and to promote the dissemination of information through English-language media such as the online magazine “Tokyo UPDATES” and the SNS “Tokyo Gov” for foreigners.
- In addition to **translating Tokyo ordinances and plans into English**, we **disseminate** a list of TMG's **multilingual support programs** in easy-to-understand **English**.


ENTRY NOW
ENTRY OPEN 22 Nov.
ENTRY CLOSE 2 Dec.
7th Challenge Half Marathon
RUN as ONE
Governor's Office
Continuing to Serve for the People, with the People

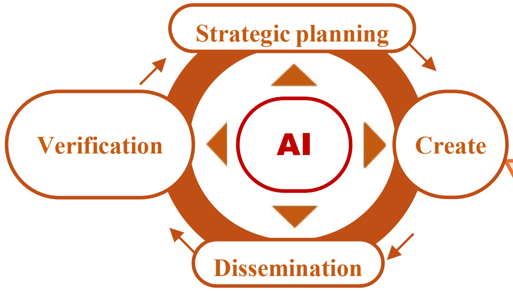
TMG’s comprehensive English site

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Multilingual support of administrative procedures	Survey on the status and priority of English support	Accompanied support and feedback from the field Complete English support of high-priority procedures	Further improvement of multilingual support, including for local governments in Tokyo	
Multilingual dissemination of TMG information	Construction and operation of the new TMG's English site (from October 2024) and information dissemination through English media English translation of new ordinances and updating and dissemination of lists etc. of English-language support programs			

Enhance the quality and quantity of dissmination and further strengthen strategic public relations by promoting the utilizing of AI and digital technologies

Strengthen the dissmination by AI

- Promote the utilization of AI in every phase of the public relations cycle from strategy planning to verification, improve Public relations that "can be conveyed" more effective.



Strategic planning

■ Introduce AI marketing tools

Introduce new tools and develop optimal public relations plans for your target audience through hypothesis testing etc.

Create

■ Create article ideas using AI for overseas

・Generative AI selects topics that oversea people touch deeply and creates article ideas
・Disseminate information to the world via English HP and SNS

Dissemination

■ Disseminat public relations utilizing avatars and AI

・Create friendly PR avatars and utilize them to disseminate information
・Create easy-to-understand scripts using generative AI and disseminate them via short videos and SNS.

Verification

Improvement of ad delivery efficiency with AI

・Introduce ad management tools and verify and improve distribution results

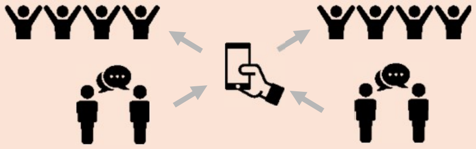
Expand public relations of Marketing oriented

- By further utilizing web ad and disseminating in collaboration with influencers, we epand the dissemination that match the interests of each individual target.

・Video ad
・SNS ad
・Video distribution service ad etc.

Active utilize targeted Web ad, such as by expanding the distribution media etc.

(The citizens of Tokyo such as young People)



(Influencers)

Collaborate with influencers to improve spread effectiveness

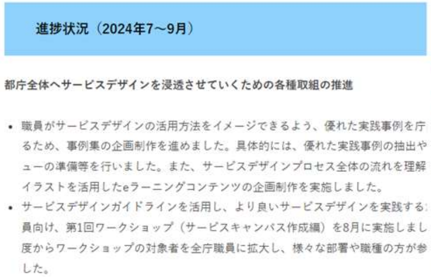
Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Promote public relations of Market oriented utilized AI and digital technology	・Create and dissenate PR avatar prototypes ・Implement Web ad ・Collaborate with influencers (for overseas)	・Create and disseminate PR avatars ・Expand Web ad and utilize new media ・Create article ideas using AI for overseas ・Disseminate in collaboration with influencers (domestic) ・Introduce AI marketing tools and ad management tools	・Continuous enhancement and operation of functions →	→

5 Disseminate SHIN-TOSEI's achievements and good cases in an easy-to-understand and effective manner

We disseminate information that contributes to the improvement of life of the citizens of Tokyo and we also disseminate the results of our reforms to other local governments and overseas cities.

- Improve Quality of Life of the citizens of Tokyo by **providing easy-to-understand videos with information on improving the citizens of Tokyo services.**
- **We further expand the circle of reform inside and outside TMG and update our efforts by deepening cooperation with overseas cities.**

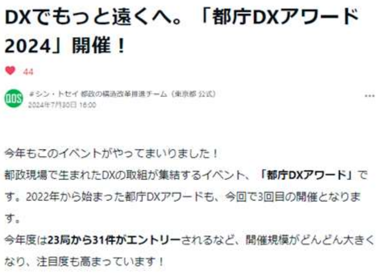
Conventional Disseminate information based on text and pictures



進捗状況（2024年7～9月）

都庁全体へサービスデザインを浸透させていくための各種取組の推進

- 職員がサービスデザインの活用方法をイメージできるよう、優れた実践事例を庁
るため、事例集の企画制作を進めました。具体的には、優れた実践事例の抽出や
ューの準備等を行いました。また、サービスデザインプロセス全体の流れを理解
イラストを活用したeラーニングコンテンツの企画制作を実施しました。
- サービスデザインガイドラインを活用し、より良いサービスデザインを実践する
員向け、第1回ワークショップ（サービスキャンバス作成編）を8月に実施しまし
度からワークショップの対象者を全庁職員に拡大し、様々な部署や職種の方が参
した。



DXでもっと遠くへ。「都庁DXアワード2024」開催！

♥ 44

#シン・トセイ 都政の構造改革推進チーム（東京都 公式）
2024年7月30日 16:00

今年もこのイベントがやってまいりました！
都政現場で生まれたDXの取組が集結するイベント、**「都庁DXアワード」**です。2022年から始まった都庁DXアワードも、今回で3回目の開催となります。
今年度は**23局から31件がエントリー**されるなど、開催規模がどんどん大きくなり、注目度も高まっています！

- "Visualize" the progress of structural reforms utilizing SHIN-TOSEI portal site and note etc. by disseminate information on based texts and pictures.

In future **Disseminate information utilizing video content**

- Disseminate information to users in an easy-to-understand manner, such as **"how life will become more convenient" and "what will change from the past"**
- Promoting the **spread and dissemination of the results of structural reform** through video and English and exchanging opinions with overseas cities

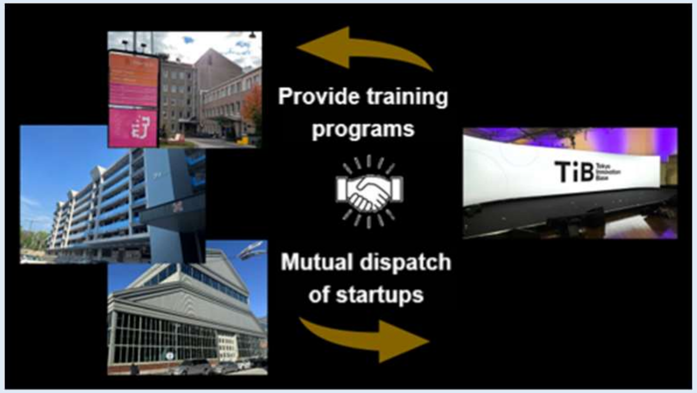
Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
The number of video views	–	Total 5,000 times	Total 10,000 times	Total 20,000 times

6 Create social change from a major support base for startups

Make Tokyo Innovation Base (TIB) a node for innovation around the world

- At TIB, we **start new efforts** such as **the formation of a community of diverse entities** to support the growth of startups in all directions and the mutual dispatch of startups by **building a network to bases around the world**, which leads **to the production of startups that create social change.**
- Take advantage of the characteristics of TIB as the node, we make TIB **a starting point to support all challengers and create innovation** through **flat discussions among startups, private companies, national and local governments, students and young people etc. all over the world**.
- Through the active participation of employees in TIB events and programs, we will make TIB **a place for the implementation of policy innovation** through public-private collaboration.

Continue to expand gradually cooperation with startup bases around the world such as ASEAN and Europe



We hold events in cooperation with overseas and create social change from new encounters unique to TIB

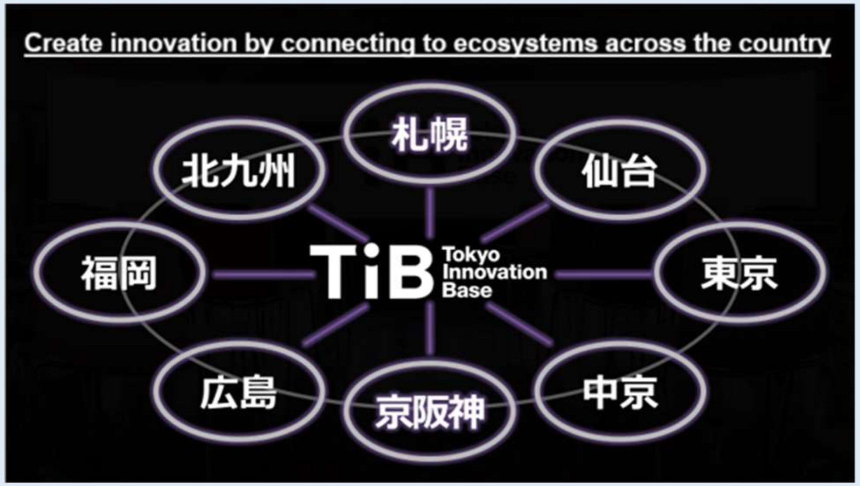
On TIB Global Day 2024,
Speakers from 20 countries and cities around the world took to the stage

SusHi Tech TOKYO
70 companies including overseas startups gathered at Japan-Taiwan Innovation Summit

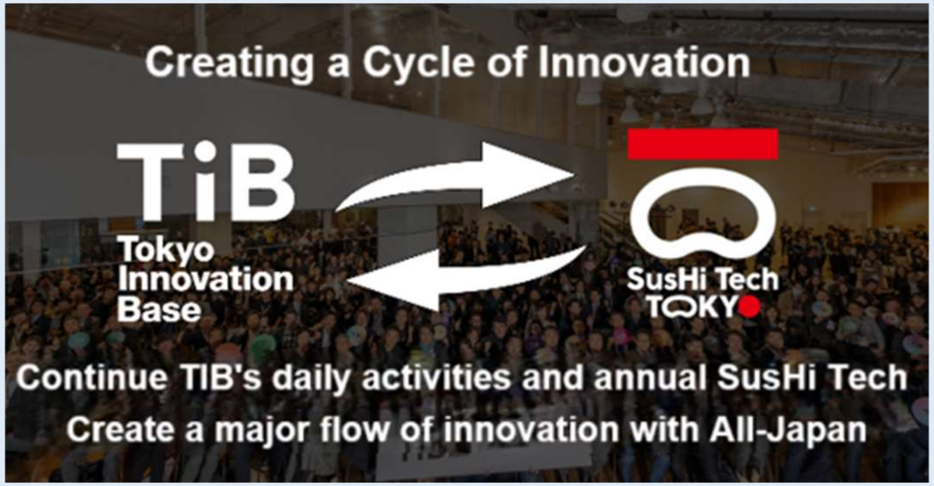
Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
The number of collaborations with overseas institutions	204 (as of the end of November)	270	330	400

TIB promotes pan-Japan innovation by connecting ecosystems across Japan.

- ➢By **connecting startups and supporters across Japan**, without regional boundaries, **we create innovation and lead to social change**.
- ➢We further **accelerate public-private collaboration** to boldly incorporate startup products and services as first customers.
  We also utilize the system to **share cases of cooperation with local governments across Japan** to expand public-private collaboration efforts.
- ➢We **disseminate our innovation efforts and results all over Japan** to **world through SusHi Tech Tokyo** etc.


Create innovation by connecting to ecosystems across the country

Promote nationwide collaboration with TIB as a node, such as matching startups in each region with supporters in Tokyo, and solving regional issues by startups in Tokyo


Creating a Cycle of Innovation

Continue TIB's daily activities and annual SusHi Tech
Create a major flow of innovation with All-Japan

Widely disseminate the appeal of Tokyo and Japan's ecosystem though exhibiting at SusHi Tech Tokyo, where players from all over the world gather

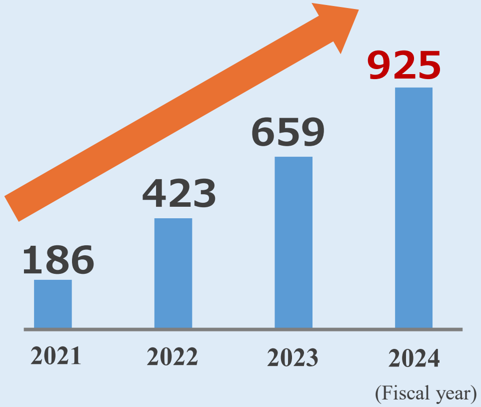
Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
The number of cooperations with local governments nationwide	45 (as of the end of December)	80	115	150
The number of public-private collabolations	186 (as of the end of December)	300	400	500

7 Promote Open innovation through the participation of the citizens of Tokyo

Promote Open Data Use and Utilization through the efforts of public-private collaborations at Tokyo Governor's Cup Open Data Hackathon

- We further promote public-private collaborations efforts aimed at creating new services by soliciting free proposals from participants to address issues presented by each bureau and local governments and bringing together local government employees and CivicTech, private businesses to pool their knowledge.
- In cooperation with GovTech Tokyo, we strengthen technical support and support the social implementation of the results produced in the hackathon.

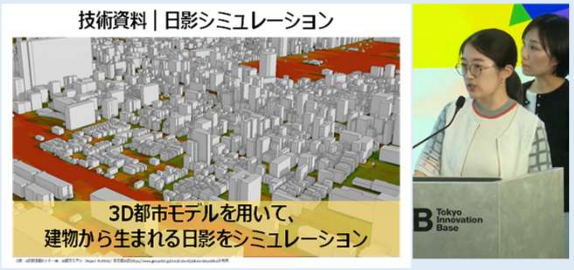
The event is expanding in scale every year, while broadening the scope of participation



In the Final Stage, 24 teams exhibited a variety of creative works and aimed for Governor's Cup.

都知事杯
Open Data
Hackathon

2024 Governor's Cup (Grand Prize)
2024 Audience Award
Real-time high resolution
Heatstroke risk dashboard (by HITS)


技術資料｜日影シミュレーション
3D都市モデルを用いて、
建物から生まれる日影をシミュレーション
Tokyo Innovation Base

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
The number of service proposals (The number of prototypes)	106	120	135	150
Participant satisfaction (out of 10)	8.5 (as of October Final Stage)	Maintain a high level of satisfaction	→	→

Utilize Digital technology to reflect opinions of the citizens of Tokyo in Town development

- By utilizing communication tools, digital twins and AI, we create opportunities for the citizens of Tokyo to participate in the town development of Nishi-Shinjuku.

< Use and utilization of Open space by Digital Twin >

By utilizing high-definition digital twins to create cozy spaces in the workshop and implement efforts such as realizing the results of questionnaire votes at events

Smart city festa

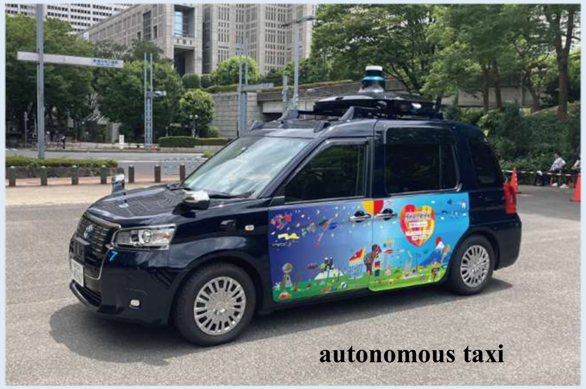
Candle night shinjuku
Candle Night

Reflect opinions of the citizens of Tokyo on how to use open spaces in Nishi-Shinjuku

< The citizens of Tokyo vote on Operation route >

•The citizens of Tokyo socilit opinions of departure and arrival locations about operation routes of autonomous taxis

•People vote on the place they want to use among the candidate sites and this is reflected in the transportation service in the town

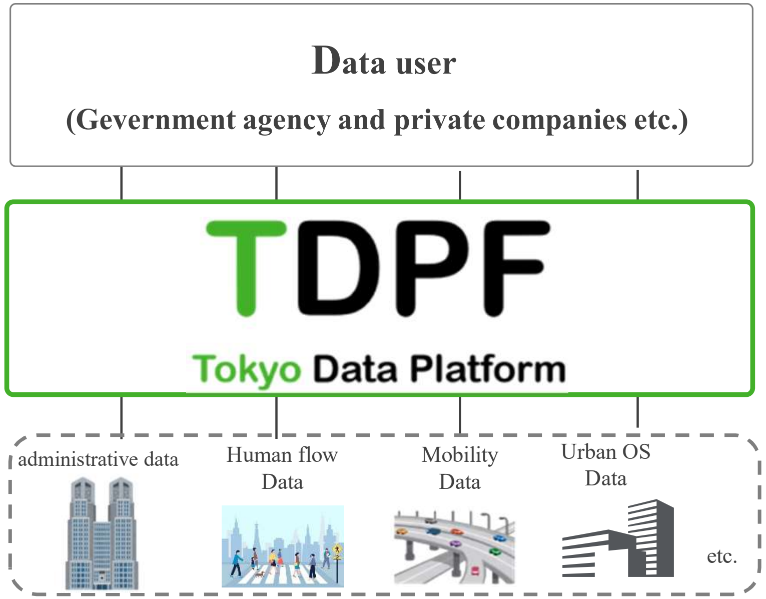


Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Reflect the opinions of the citizens of Tokyo in how to use open spaces	For use of space during events, utilize two-way communication to participate in town development	Utilize two-way communication to reflect the opinions of the citizens of Tokyo in the operation routes of transportation services and the ways of use of open spaces	Reflect the opinions of the citizens of Tokyo Enhance the efforts	→
Reflect the opinions of the citizens of Tokyo in the transportation service in the town				

8 Promote the utilization of data of public and private with Tokyo Data Platform (TDPF)

"TDPF" connects various data of private companies, national and local governments and supports the creation of new services

- TMG creates a virtuous cycle of data use and utilization that contributes to the improvement of QOL of the citizens of Tokyo by providing a safe and secure place where private and public data are distributed and by forming a community where data users and providers can connect.



Data user

(Government agency and private companies etc.)

TDPF

Tokyo Data Platform

administrative data

Human flow Data

Mobility Data

Urban OS Data

etc.

As part of TDPF's community activities, implement the accompanied support such as advice and matching etc. and visualization of data with high needs

Measures for Further Promotion

1 **Creating cases of data use and utilization through the formation of communities**
By forming a public and private community centered on five fields, including disaster prevention, tourism, energy and transportation and the addition of wellness, we create advanced data use and utilization cases and expand to the entire Tokyo area.

2 **Collaborate with private companies and national governments to expand public and private data in various fields**
Public and private sector data in various fields developed by private companies and national and local governments such as wide-area data on human flows and community-based data, are installed in sequence.

本プロジェクトにおけるデータ可視化イメージ(5)
警察庁交通事故データのうち、軽車両のみポイント表示
円滑な交通実現に向けた要対策エリアを絞り込み

Announce advanced efforts of Data utilization at community activities

Promote safe, secure and active data distribution under the leadership of TMG

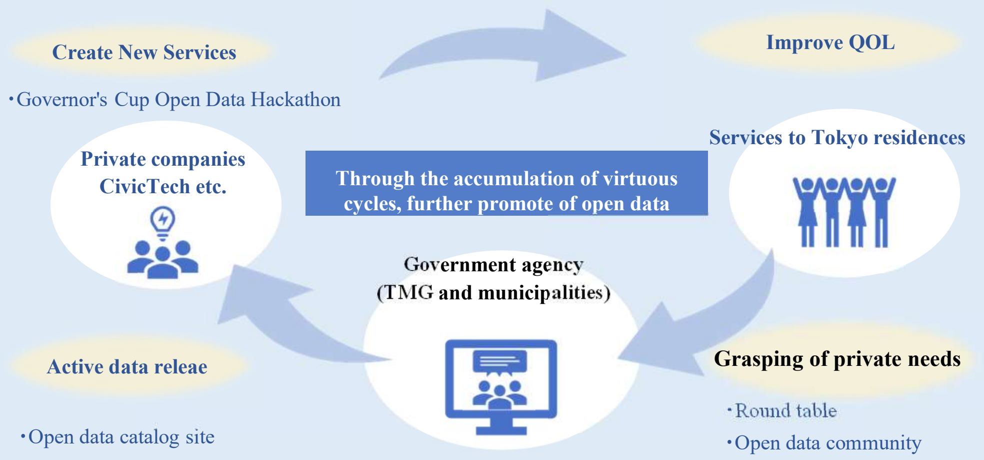
Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
The number of data utilization cases created	15 (as of the end of February)	20	25	30

9 Promote a virtuous cycle of open data by All Tokyo

Promote the creation of new services and improve QOL of the citizens of Tokyo by releasing open data with high needs

- We continue to grasp the needs of open data users and promote the release of data needed for the enhancement of services in cooperation with TMG and municipalities.
- We promote the use and utilization of open data by strengthening the dissemination of cases of open data visualization and utilization.

Promote a virtuous cycle of data release and use and utilization


Create New Services
・Governor's Cup Open Data Hackathon
Improve QOL
Services to Tokyo residences
Private companies
CivicTech etc.
Through the accumulation of virtuous cycles, further promote of open data
Government agency
(TMG and municipalities)
Active data releae
・Open data catalog site
Grasping of private needs
・Round table
・Open data community

Measures for further promotion

1. **Further expansion of highly needed data**
   Based on roundtables with private companies and universities and the requests received in the open data community and the opinion exchange meeting with finalists of Governor's Cup Open Data Hackathon, we expand the data with high needs.
2. **Improvement of open data provision environment**
   Improve the open data catalog site based on user opinions and we promote the development of data that is easy to use and utilization such as standardization of formats.
3. **Strengthen dissemination of cases utilizing open data**
   By proactively disseminating cases of visualization and use and utilization by CivicTech etc., promote the use and utilization of open data

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Release rate of highly needed in-agencies data*	60% (Working toward the end of fiscal year)	100%	Based on user needs Publish new data	→
The number of cases of visualization and utilization	16 (as of the end of February)	20	25	30

* Data on items "under consideration" in the inventory, data that is needed by communities and roundtables and can be made public and standard open datasets for local governments

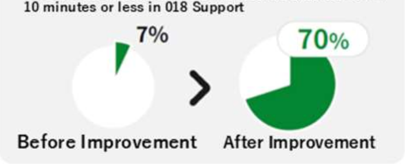
10 Collaboration with GovTech Tokyo

TMG and GovTech Tokyo are working together to speed up DX throughout Tokyo.

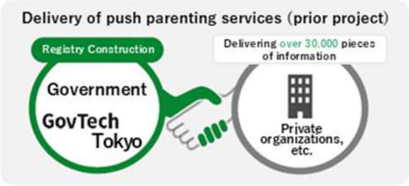
- ➢While **enriching life of the citizens of Tokyo through the power of digital technology**, we also vigorously promote **various efforts utilizing information technology**
- ➢We aim to **provide faster, wider and higher quality digital services** based on the key words of cooperation between people and things and the feeling of the citizens of Tokyo

One-year history since establishment

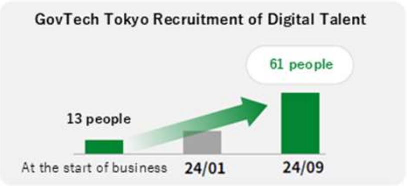
Providing services that the citizens of Tokyo can feel



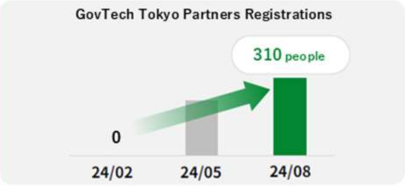
Collaboration with diverse entities


Delivery of push parenting services (prior project)
Registry Construction
Delivering over 30,000 pieces of information
Government
GovTech Tokyo
Private organizations, etc.

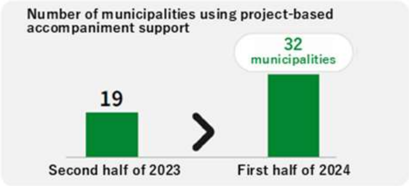
Major expansion of digital human resources



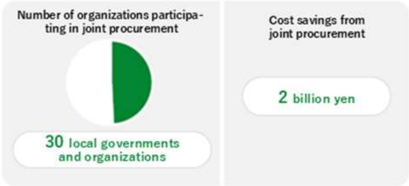
Joint utilization of human resources



Solve common issues among municipalities

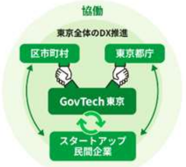


Achieve joint procurement



Excerpt from GovTech Tokyo's Medium-Term Management Plan 2024-2027

Goal in three years



1 Transforming service quality

- ･**Construct generated AI Platform** to improve Services to the citizens of Tokyo and **use in all agencies and municipalities**
- ･**Zero digital services that do not meet “Standard quality” in all digital services**
- ･Deepening collaboration for the promotion of DX by municipalities

2 Acquisition of in-house development capabilities

- ･**Enhancing in-house development capabilities** by engineers employed by GovTechTokyo (GTT)
- ･**Enhancing education curricula and content** for human resource development

3 Establishing a sustainable management foundation

- ･**Expand GTT personnels 250** and strengthening the system

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Qualy transformation of digital servicesit	• Involvement from the business planning stage through technical evaluation and project supervision	• Enhancing quality control	→	•Zero digital services that do not meet “Standard quality” in all digital services
Promotion of municipal DX	•Started human resource introduction (GTT Partners) •Full-scale implementation of joint procurement and accompanied support	• GTT's services (collaborative projects) Enhance scale and content	→	•Every municipality in Tokyo uses some kinds of collaborative projects
Expansion of GTT personnels	• Digital personnel 61 (as of September) →	→	→	• Expand to 250

Project-2

Smart Work Project

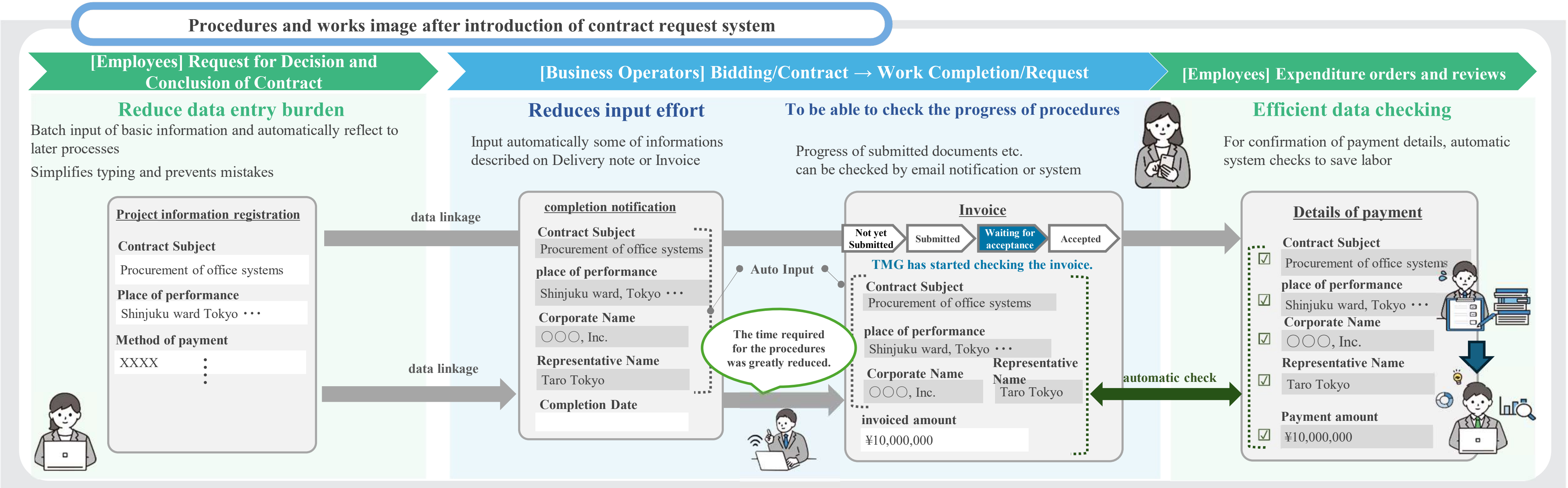
〇In order to improve QOS of TMG, while we make use of AI and other digital tools, we improve productivity such as drastically review works and It is important to constantly execute business quickly.
〇In addition, in order to provide innovative and effective policies and services, we must have space and time in an open and flat organizational culture. In an environment where employees can practice high-quality ways of working that effectively utilize places and times, employees who are in charge of administrative services can enjoy a sense of fulfillment and growth and need to able to exert the strength.

1 Digitize a series of procedures related to contracts and expenditures
2 Digitization of public funds collection
3 Review of decision making systems in the digital age
4 Efficiency of back-office works for employees
5 Accelerating and Improving the efficiency of Business execution
6 Further enhancing the Digital capabilities of employees
7 Open & Flat
8 Development of an environment where diverse human resources can flourish

1 Digitize a series of procedures related to contracts and expenditures

Digitization of TMG employees' Internal affairs starts in the Second half of Fiscal 2025

- ➢Digitalization reduces the time required to process internal affairs of TMG employees such as approving contract implementation and reviewing expenditures.
- ➢Reduces the use of paper documents by sending and receiving the necessary documents on the system for contracts and request procedures of business operators and construction contracts.



Procedures and works image after introduction of contract request system

[Employees] Request for Decision and Conclusion of Contract

Reduce data entry burden

Batch input of basic information and automatically reflect to later processes

Simplifies typing and prevents mistakes

Project information registration

Contract Subject
Procurement of office systems
Place of performance
Shinjuku ward Tokyo ･･･
Method of payment
XXXX
⋮

data linkage

data linkage

[Business Operators] Bidding/Contract → Work Completion/Request

Reduces input effort

Input automatically some of informations described on Delivery note or Invoice

completion notification

Contract Subject
Procurement of office systems
place of performance
Shinjuku ward, Tokyo ･･･
Corporate Name
〇〇〇, Inc.
Representative Name
Taro Tokyo
Completion Date

Auto Input

The time required for the procedures was greatly reduced.

To be able to check the progress of procedures

Progress of submitted documents etc. can be checked by email notification or system

Invoice

Not yet Submitted → Submitted → Waiting for acceptance → Accepted

TMG has started checking the invoice.

Contract Subject
Procurement of office systems
place of performance
Shinjuku ward, Tokyo ･･･
Corporate Name
〇〇〇, Inc.
Representative Name
Taro Tokyo
invoiced amount
¥10,000,000

automatic check

[Employees] Expenditure orders and reviews

Efficient data checking

For confirmation of payment details, automatic system checks to save labor

Details of payment

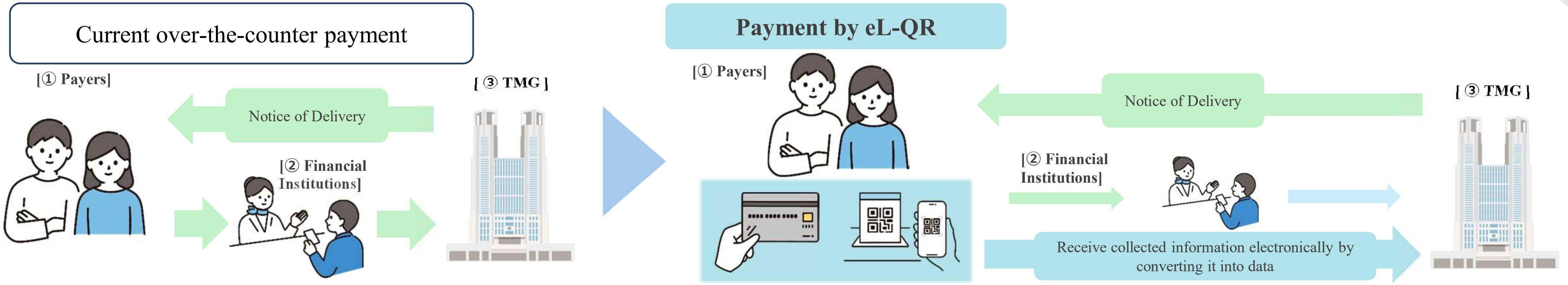
☑ **Contract Subject**
Procurement of office systems
☑ **place of performance**
Shinjuku ward, Tokyo ･･･
☑ **Corporate Name**
〇〇〇, Inc.
☑ **Representative Name**
Taro Tokyo
☑ **Payment amount**
¥10,000,000

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	From Fiscal 2027
Develop to Governor's Departments etc.	Introduce from goods and consignment contracts of Digital Services Bureau and Local Finance Bureau	･ **Start use in all Governor's Departments etc.** (advance operation) ･ Expand the scope of contracts **to include construction contracts**	･Gradually expand target projects (full-scale operation) ･**Use in all organizations of Governors' Departments etc.**	
Develop to Public Corporations Bureaus etc.	Survey and analysis to expand coverage	**Begin to define requirements**	Design and development →	Aim to start using it in Fiscal 2028 →

2 Digitization of public funds collection

e-LTAX enables electronic payment of various public funds

- Start in September 2026, public funds such as occupancy fees for roads and parks will be allowed to be collected through eLTAX *.
  *eLTAX is currently a system that uses the Internet to electronically handle local tax payments and other procedures.
  A law rivising Local Government Act allows the use of public fund other than taxes
- By utilizing eL-QR (Local Tax Uniform QR Code) for public funds collection, payers can pay public funds anytime and anywhere.



Current over-the-counter payment

[① Payers]

Notice of Delivery

[② Financial Institutions]

[③ TMG]

Payment by eL-QR

[① Payers]

Notice of Delivery

[② Financial Institutions]

Receive collected information electronically by converting it into data

[③ TMG]

① Payer

[Current] Visit financial institution counters and pay in person

[After utilizing eL-QR]
○**Expansion of means of payment (Credit cards, smartphone payment applications etc.)**
○**Expansion of the number of financial institution counters**
=>Improvement of convenience for payers

② Financial institution

[Current] Procedures in person, from sorting to sending of payment slips

[After utilizing eL-QR]
○**No sorting or sending of paper**
○**Reduction in the number of responses at the counter**
=>Efficiency and streamlining of collection affairs

③ TMG

[Current] Data on payment slips. Sorting and storage of paper

[After utilizing eL-QR]
○**Receive storage information electronically**
○**No sorting and storage of paper**
=>Efficiency and cost reduction of paper work

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	From Fiscal 2027
Utilizing eLTAX	**Preparation of requirements for system improvement**	**system improvement**	**Test**	Gradually start operation, promote cashless collection utiling eLTAX

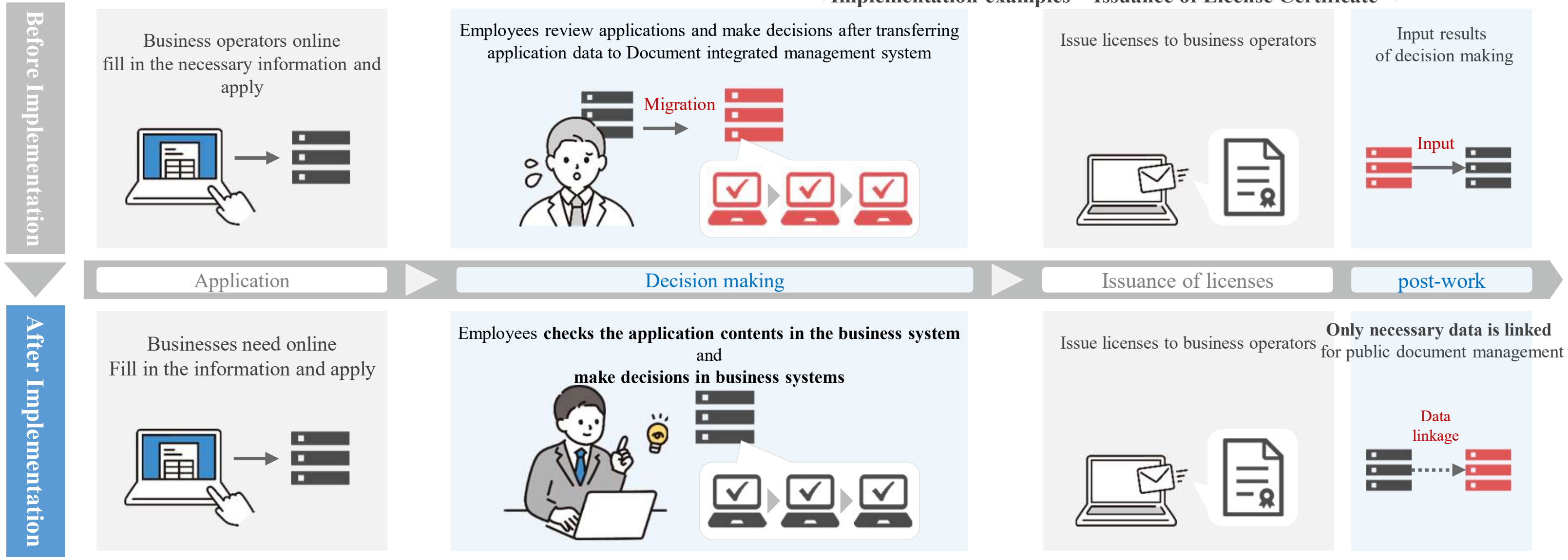
3 Review of decision making systems in the digital age

We promote efficiency and labor saving by enabling decision making based on business systems

Legend: Business system / Document integrated management system

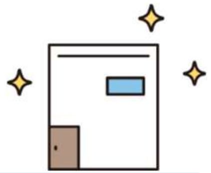
By the first quarter of fiscal 2026, in addition to conventional decision making, we start operating a decision-making syatem suitable for the digital age (decision-making by business systems) in multiple business systems.

< Implementation examples ~ Issuance of License Certificate ~>


Before Implementation
Business operators online fill in the necessary information and apply
Employees review applications and make decisions after transferring application data to Document integrated management system
Migration
Issue licenses to business operators
Input results of decision making
Input
Application
Decision making
Issuance of licenses
post-work
After Implementation
Businesses need online Fill in the information and apply
Employees **checks the application contents in the business system** and **make decisions in business systems**
Issue licenses to business operators
Only necessary data is linked for public document management
Data linkage

In addition, we review document-related affairs.

Review Document-related affairs (a series of flow from acceptance to enforcement and public), develop systems and workflows suited to the digital age as well as build a system to realize them.



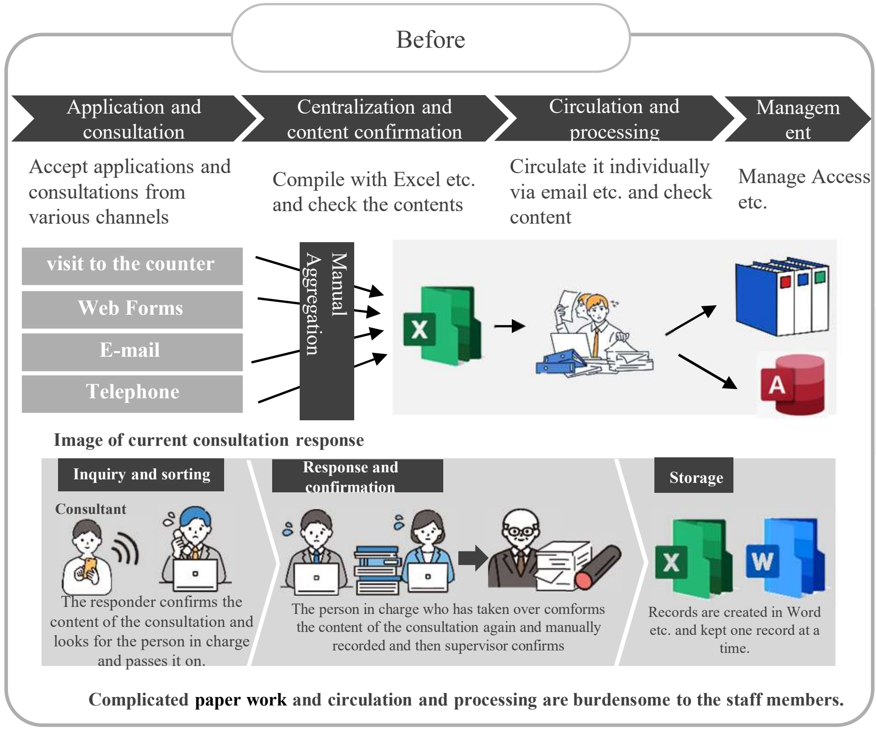
Building of new Document integrated management system equipped with functions suited to the digital age

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Improve efficiency and labor saving of employees by enabling decision making though business systems	Consider for realization of this system	Revision of regulations and system modifications	**Decision making systems suitable for the digital age start operations**	
By reviewing document-related affairs, efficiency and labor saving of employees	Review of document-related affairs (Identify issues, investigate and consider and derive direction)	Requirement definition for (New) Document integrated management system	Design and construction for (New) Document integrated management system	**E Expect to start operations in Fiscal 2028 or later**

4 Efficiency of back-office works for employees

Improve overall services at the counter by improving back office operations for employees

- Reduce the burden on employees by streamlining back-office operations such as data input and circulation after application and consultation and further improve our service at the counter by providing more detailed service to the citizens of Tokyo and businesses.



Before

Application and consultation — Accept applications and consultations from various channels

Centralization and content confirmation — Compile with Excel etc. and check the contents

Circulation and processing — Circulate it individually via email etc. and check content

Management — Manage Access etc.

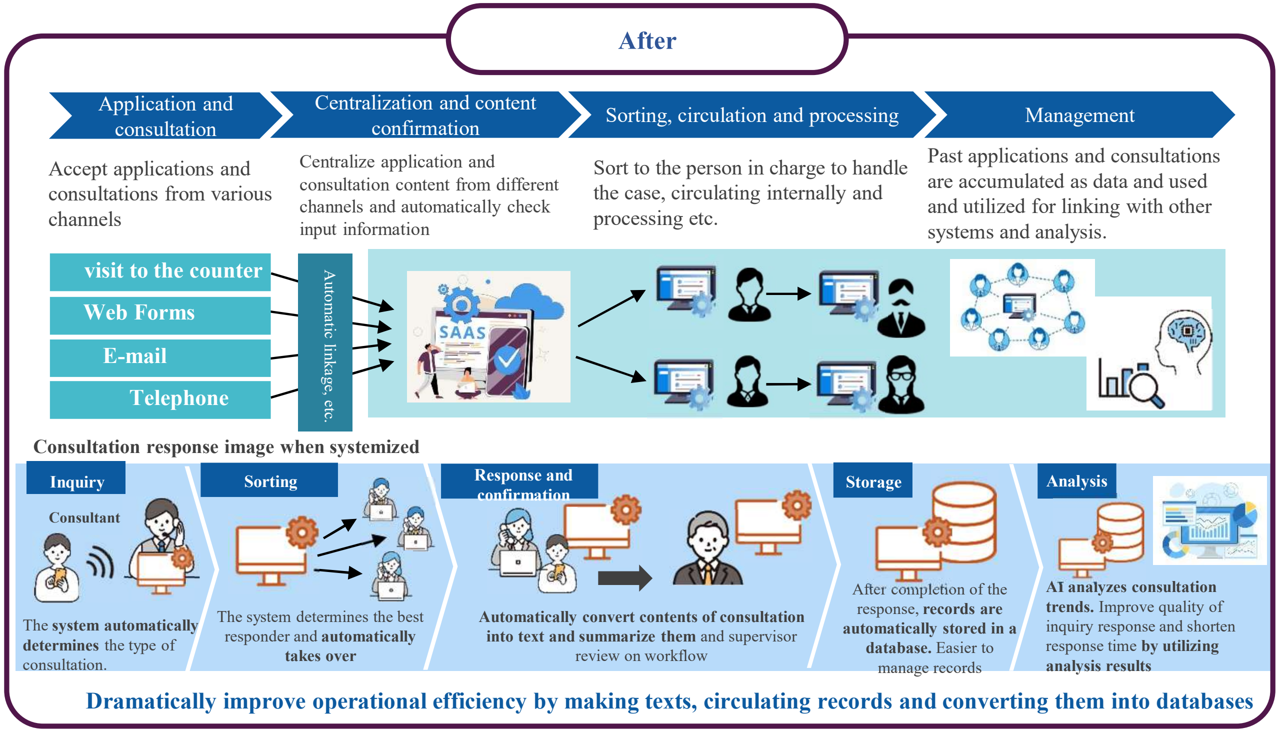
Image of current consultation response

Inquiry and sorting — The responder confirms the content of the consultation and looks for the person in charge and passes it on.

Response and confirmation — The person in charge who has taken over comforms the content of the consultation again and manually recorded and then supervisor confirms

Storage — Records are created in Word etc. and kept one record at a time.

Complicated **paper work** and circulation and processing are burdensome to the staff members.



After

Application and consultation — Accept applications and consultations from various channels

Centralization and content confirmation — Centralize application and consultation content from different channels and automatically check input information

Sorting, circulation and processing — Sort to the person in charge to handle the case, circulating internally and processing etc.

Management — Past applications and consultations are accumulated as data and used and utilized for linking with other systems and analysis.

Consultation response image when systemized

Inquiry — The **system automatically determines** the type of consultation.

Sorting — The system determines the best responder and **automatically takes over**

Response and confirmation — **Automatically convert contents of consultation into text and summarize them** and supervisor review on workflow

Storage — After completion of the response, **records are automatically stored in a database.** Easier to manage records

Analysis — **AI analyzes consultation trends.** Improve quality of inquiry response and shorten response time **by utilizing analysis results**

Dramatically improve operational efficiency by making texts, circulating records and converting them into databases

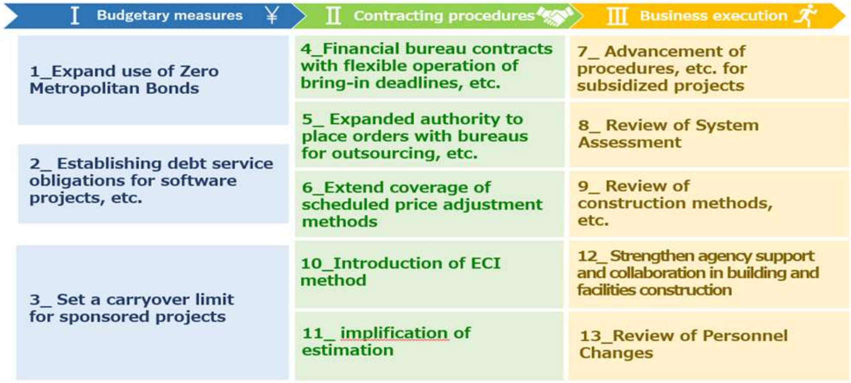
Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Improve works at the counter back office	Considering and planning of workimprovement at the counter back office	Development of work improvement plans (3 models) →	Practice work improvement of counter back offices at each bureau →	

5 Accelerating and Improving the efficiency of Business execution

Further strengthen execution capabilities by speeding up operations and improving efficiency

- We continue our efforts to **return the effects of our projects to Tokyo residences at an early stage** by utilizing the "Speed up menu," which has become established as a method for speeding up project execution.
- In addition, we promote active utilization of digital technology, reduction and simplification and digitization of various documents, cooperation with the private and review of existing systems and operations to improve the efficiency of works of both contractor-contractee and to rconduct **work styles reform** and **productivity improvement**.

Speed up menu



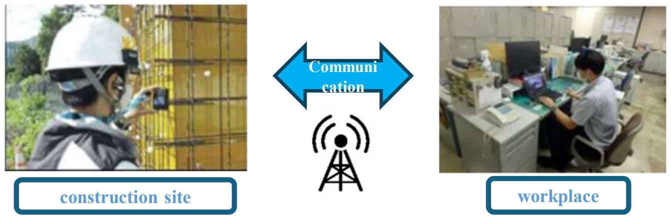
Ⅰ Budgetary measures	Ⅱ Contracting procedures	Ⅲ Business execution
1_Expand use of Zero Metropolitan Bonds	4_Financial bureau contracts with flexible operation of bring-in deadlines, etc.	7_ Advancement of procedures, etc. for subsidized projects
2_ Establishing debt service obligations for software projects, etc.	5_ Expanded authority to place orders with bureaus for outsourcing, etc.	8_ Review of System Assessment
	6_Extend coverage of scheduled price adjustment methods	9_ Review of construction methods, etc.
3_ Set a carryover limit for sponsored projects	10_Introduction of ECI method	12_ Strengthen agency support and collaboration in building and facilities construction
	11_ implification of estimation	13_Review of Personnel Changes

Proactive utilization of digital technology

Utilize digital technologies such as remote reality, drones and AI and work to improve the level of **sophistication and efficiency** of infrastructure businesses

Examples of Efforts

*Scenes from the "Aoyama Park improvement project"



Efficient confirmation of construction status by **remote presence** using wearable cameras etc.

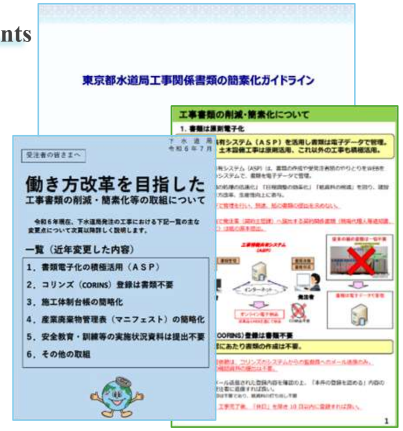
Reduction and simplification and digitization of various documents

Examples of Efforts

In civil engineering work, part of supporting data at the time of inspection is omitted.

Reduction and simplification of construction documents such as partial abolition of the unified format

Use construction information sharing system and digitize construction documents



東京都水道局工事関係書類の簡素化ガイドライン

工事書類の削減・簡素化について

1．書類は原則電子化

受注者の皆さまへ

下水道局
令和６年７月

働き方改革を目指した
工事書類の削減・簡素化等の取組について

一覧（近年変更した内容）

1．書類電子化の積極活用（ＡＳＰ）
2．コリンズ（CORINS）登録は書類不要
3．施工体制台帳の簡略化
4．産業廃棄物管理表（マニフェスト）の簡略化
5．安全教育・訓練等の実施状況資料は提出不要
6．その他の取組

In the future, by expanding TMG Contract Request System to include construction contracts, construction contract related documents equivalent to several hundred pages * can be sent and received in electronic files etc. *Figures vary according to type and content of construction.

We continue our efforts to **reduce the burden on both contractor-contractee**

Efforts from the perspective of collaboration with privates and review of existing systems and operations

We **strengthen our execution capabilities** by utilizing various methods such as **simplifying estimates** by utilizing new estimation methods such as the outline ordering method and **expanding the outsourcing of works**.

6 Further enhancing the Digital capabilities of employees

We further strengthen human resource development to realize high-quality digital services

Under a training system that matches the level of digital skills of employees, there is a need to **improve the skills of employees who can use the latest technologies such as AI and digital tools in their work and contribute to the work transformation of the workplace**!

Further enhance the Tokyo Digital Academy's efforts based on Tokyo Basic Policy for Securing and Developing Digital Human Resources version 2.0

- ➢**Bureau of Digital Services** and **GovTech Tokyo strengthen efforts as an organization to train digital human resources** to lead DX in all Tokyo
- ➢Expand Digital Skill Map (DSM), which visualizes the digital capabilities of employees and **add indicators on digital tools**

ICT professionals

With regard to the **specialized training for ICT professionals** who are driving All Tokyo's DX, in order to make the content more in line with the actual work of the TMG, the curriculum, etc. will be gradually **shifted to an in-house type**, utilizing GovTech Tokyo's high level of expertise.

Reskilling human resources

For **DX ambassadors** and other employees who are in charge of promoting DX in the workplace, for **practical training** on how to use digital tools, we have **expanded the number and scale of courses** in **AI** etc., in addition to **BPR** and **data analysis**.

All employees

TDA portal site, which has a community function to disseminate digital learning and allow employees of TMG and municipalities etc. to interact with each other, **was newly expanded to include employees of policy cooperation organizations etc. and content was expanded**.

Scenes from Special training for ICT professionals

Tokyo Digital Academy
東京デジタルアカデミー

デジタル学習のススメ ～TDAポータルサイトについて～
#デジタル学習の意義 #記事
2023年11月22日 東京都 67

デジタルスキルマップによる戦略的人材育成
#スキルの可視化 #記事
2023年11月22日 東京都 71

TDAポータルサイトについて
デジタルスキルマップによる
戦略的人材育成

https://digi-acad.metro.tokyo.lg.jp/

TDA portal site

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Further improvement of employees of the digital skills	DSM Extensions (Add Digital tool index)	DSM Extensions (Expand target tools)	**Development of nurturing measures based on the revised basic policy**	
	BPR promotion/data analysis Conduct training etc.	AI courses etc. scale up	**Expansion of training to enhance practical skills**	
	Start Registration of employees of policy cooperation organizations	Expand coverage to Business cooperation organizations etc.	**Operation and content enhancement of Tokyo Digital Academy (TDA) portal site**	

7 Open & Flat

Promote communication within TMG, create “Open & Flat" organization and realize an innovative TMG

In order to provide better services to the citizens of Tokyo, we **create “Open & Flat" TMG office** in which ideas that transcend positions and affiliations are exchanged and **each and every employee can demonstrate his or her abilities in a lively manner**.

Open = diversity
Everything is open, and everyone has the opportunity and can participate

Flat = psychological safety
Can express opinions with ease and communicate smoothly

Expected effects of realizing the "Open & Flat" concept	・Communication in the workplace becomes more active and the workplace becomes a comfortable place to work **where people can ask for help and feel safe**.
	・You are able to actively express your opinions and you are able to actively participate in the work, so **you feel a sense of fulfillment**.
	・Being exposed to a wide variety of ideas broadens your thinking and **makes you feel like you're growing.**

➢ In order to establish "Open & Flat" as an organizational culture of TMG, further efforts must be made in the future.

Voice of Employees

- **I would like management to change more awareness!**
- **I would like to have more opportunities to discuss with a variety of emploees other than affiliation!**
- **I want to disseminate my opinions and ideas more flatly!**

Based on these comments, we continue to promote efforts to raise employee awareness and encourage active discussions in the workplace!

Further **Promotion efforts** to Create an Open & Flat organization

Open & Flat Training

Understanding and practice

○ **On-demand training** to promote understanding of concepts and learning tips for concrete actions

シン・トセイ　都政の構造改革

「オープン&フラット」

Open & Flat な都庁の実現に向けて

構造改革推進チーム

In the future

Promote **management training and introduction of good cases** that can be used in the workplace

SHIN-TOSEI Grand Conference

Places for cross-agency discussions

○ Create **places for discussion across job categories and affiliations, including managers**. **Collecting Diverse Opinions and Ideas** from Participating Employees

In the future

Newly create **a place for discussion for online discussions as well as targeted discussions**

Portal site for employees

Places where proposals and lively discussions can be held on a daily basis

< Digital Proposal Box + > From August 2021

A bulletin board where all employees can suggest for improvement for the structural reform of TMG

The number of proposals posted ➡ 1,439
(August 2021 to December 2024)

Of which **proposals have moved towards realization and Issues solved ➡ about 60% of the total**

< SHIN-QA > From February 2022

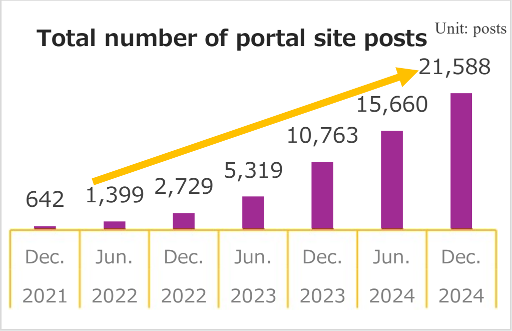
A bulletin board where employees can ask questions and solve problems

< SHIN TOSEI Square > From April 2024

A bulletin board where employees with common background, such as those in the same job category, can interact

< SHIN TOSEI Lounge > From December 2024

A bulletin board where employees can interact with each other in a secure environment where personal information is protected


Total number of portal site posts

In the future

We will add features to make it easier for users to use and more interactive

We will continue to promote the creation of "Open & Flat" organization and make **active discussions among employees the norm,** thereby **realizing TMG office where employees can feel comfortable working, rewarding, and growing** and working to **improve the performance of employees who are in charge of administrative services**

Items/Goals	Current (Fiscal 2024)	Fiscal 2025	Fiscal 2026	Fiscal 2027
Create "Open & Flat" organization at all agencies	● Hold SHIN-TOSEI Grand Conference ● Open SHIN TOSEI Square ● Open SHIN TOSEI Lounge	● Open & Flat training (for management) start ● Create Open & Flat handbooks ● Diversify the format of SHIN-TOSEI Grand Conference ● Add functions to the employee portal site	● Expand Open & Flat Training efforts ● Expand SHIN-TOSEI Grand Conference ● Add functions to the employee portal site	● Expand Open & Flat Training efforts ● Expand SHIN-TOSEI Grand Conference ● Add functions to the employee portal site

8 Development of an environment where diverse human resources can flourish

➢ **We aim to create an environment where all employees can work energetically in order to provide enhanced services to the citizens of Tokyo.**

Support employees to work in an optimal way according to their life stages

Partial childcare leave

○For employees raising children from 1st to 3rd grade, **introduce "Partial childcare leave"** that can be taken within 2 hours at the beginning and the end of working hours (from April 1, 2025)

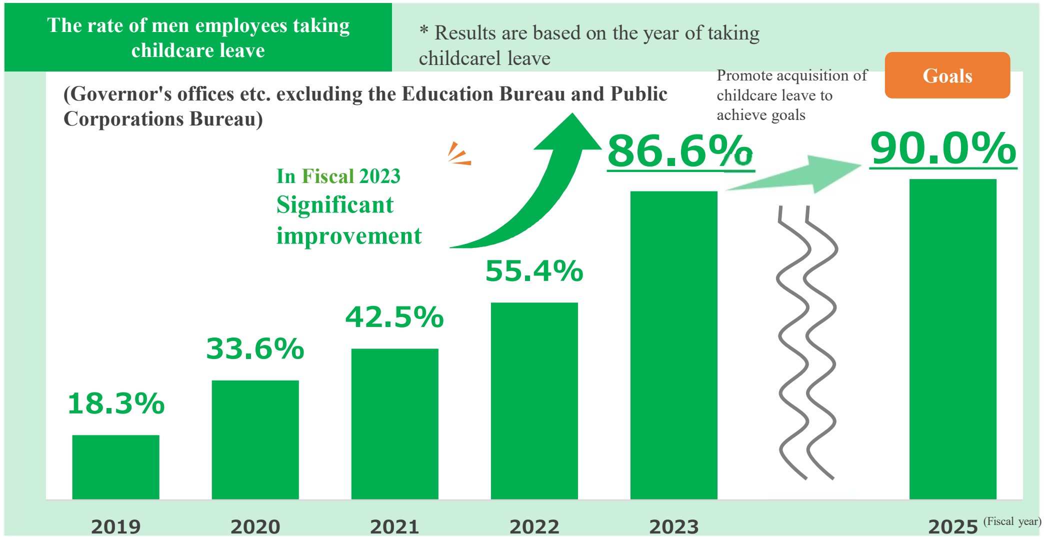
○Difficulty balancing work and child-rearing after children enter elementary school, **support for staff facing, the so-called, "First Grade Barrier"** (Sending children after entering elementary school, eliminate situations where children are left alone such as picking them up.)

○By promoting flexible ways of working according to the age of children, support further the compatibility of childcare and work

Effort to Establish and Support Mens' childcare leave

○Achieve the goal of **increasing the rate of men employees taking childcare leave to "90% (one week or more) by Fiscal 2025,"** we work to further promote parental leave by enhancing Pre-dad support course and strengthen the dissemination of role models.

○The rate of male employees taking childcare leave in Fiscal 2023 is 86.6% (one week or more: 83.3%), **a significant increase from 55.4% in Fiscal 2022**.



The rate of men employees taking childcare leave

* Results are based on the year of taking childcarel leave

(Governor's offices etc. excluding the Education Bureau and Public Corporations Bureau)

< Pre-Dad Support Course >

Promote flexible and diverse work styles that allow employees to choose their working hours and locations

Promotion of TMG′s ABW（Activity Based Working）

○Work styles that allows you to choose the time and place according to your work content and purpose, promote **TMG′s ABW (A**ctivity **B**ased **W**orking)

○The effects and achievements of **TMG′s ABW** are disseminated and TMG′s flexible and diverse are realized!

■Select Working Hours

○There is a **staggered work schedule** that allows you to set the starting and ending times from nine different patterns and **flextime system**, which allows you to assign working hours to each day, establish **a working hours system that enables flexible working styles** in accordance with employee and workplace conditions.

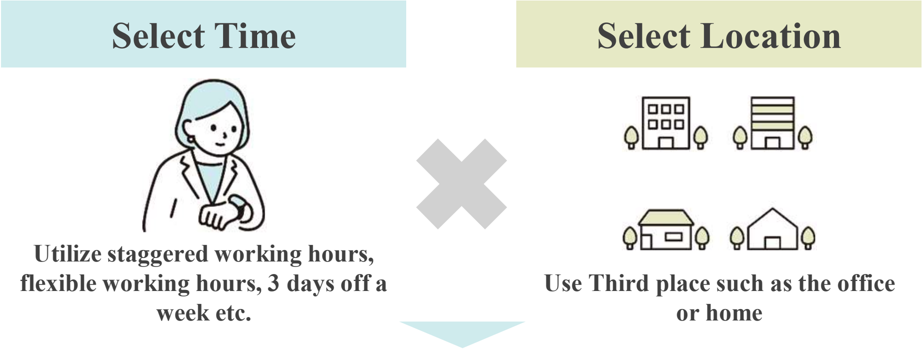
○Utilize the flextime system and changing the allocation of working hours, each week takes **three days off** (from April 1, 2025)
Additional time off can be used for childcare and nursing care as well as for reskilling and skill upgrading.

■Select work location

○Depend on the circumstances of the employee and the nature of his/her work, develop an environment that enables **teleworking** at **third places such as home or private share office.**

○When you go to the office, **future-oriented offices** are deployed throughout all offices that you can choose a location that suits your business purpose. when daycare was closed, also develop the space I take my kids for commuting to work (**Workspace for commuting to work with children**).

<< Image of TMG′s ABW > >



Select Time

Utilize staggered working hours, flexible working hours, 3 days off a week etc.

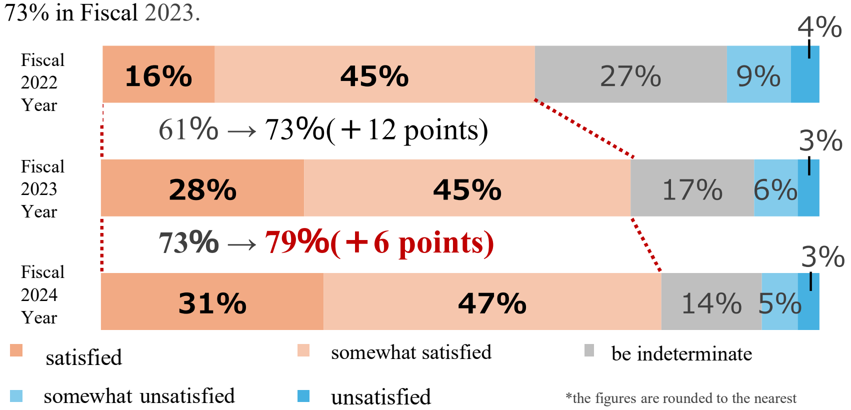
Select Location

Use Third place such as the office or home

Disseminate the effects and results of TMG′s ABW such as visualization of “you time”

« Overall satisfaction level of telework »

Against the goals of achieving “80% or more of employee satisfaction with telework in Fiscal 2025 (either satisfied or somewhat satisfied),” the level of satisfaction with telework in Fiscal 2024 was **approximately 79%**, **up 6 points** from approximately 73% in Fiscal 2023.



*the figures are rounded to the nearest whole number

We support the success of our employees by establishing a system for detailed appointment and a sustainable execution system

Promote the development and promotion of Specialized human resources

〇The appointment of Specialized managers (Public Administration Specialists) are **greatly expanded** and **relax age requirements** to enable early promotion

< Number of successful candidates for administrative professionals >

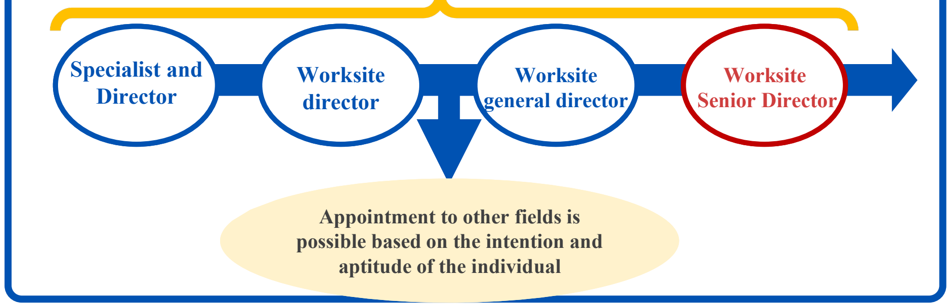
Average of 24 in the past 5 years

⇒ **2024: Large increase to 87**

〇While honing their expertise in the field of TMG, expand employment routes that allow employees to advance their careers to general managers

< Example of career path of a specialist section manager (image) >

Through placement management in their areas of expertise, Advance your career while honing your expertise!


Specialist and Director
Worksite director
Worksite general director
Worksite Senior Director
Appointment to other fields is possible based on the intention and aptitude of the individual

Support young and mid-level employees

〇Promote appointment to senior staff member and deputy director so that employees with motivation and ability can demonstrate their abilities to the fullest.

< Number of persons who passed the selection for chief level position (Type A) >

Average of 737 in the past 5 years

*Clerical work and Four technical works

⇒ **2024: Large increase to 841**

Support for overseas study

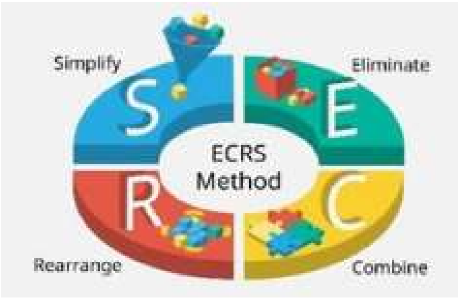
〇Support **the globalization of teachers** in charge of **global education** in Tokyo and **the resilience** of Tokyo, in order to **develop specialized human resources** who can learn advanced knowledge and technology from around the world and play an active role from a global perspective, TMG's teachers and technical and professional occupations in general are invited to participate in the overseas established a study **abroad program** to send students to graduate schools

Promote work efficiency and build a Sustainable execution system

〇From the perspective of ECRS *, each bureau sets effort goals such as thorough implementation of BPR and use of advanced technologies such as generated AI, **establish a sustainable execution system** by systematically promoting to improve operational efficiency

〇Priority is given to budgetary and personnel measures to review and improve operational efficiency and technical support is provided to support the efforts of each bureau.

*ECRS: Eliminate, Combine, Rearrange, Simplify


Simplify
Eliminate
S
E
ECRS Method
R
C
Rearrange
Combine

We further improve the environment in which everyone can work.

Promotion of Women's Participation

TMG Launches **"Women in Action"**

TMGtakes the lead in expanding "Women in Action," a project to expand the circle of women's advancement throughout Japan to realize a society in which men and women can play an active role without discrimination.

○Employees with motivation and ability, both men and women, actively advance their careers, in order to promote the creation of an environment where the workplace can challenge, **set goals for challenges and career of women employee** advancement and accelerate efforts.

○Employees with motivation and ability can take on the challenge of career advancement with peace of mind, candidates who pass the managerial screening meet their own life plans such as childbirth and childcare and develop a **system to select the timing of promotion**.

○Major **expand career mentors** to respond more closely to employees' career concerns and worries.

○The appointment of Specialized managers (Public Administration Specialists) are **greatly expanded**, while honing their expertise in the field of TMG, expand employment routes that allow employees to advance their careers to general managers. [Republish]

Changes in the percentage of women who passed managerial examinations

- Significant increase from the previous fiscal year and steady progress in female participation

Selection in Fiscal 2023
14.4%

Up about 10 points

Selection in Fiscal 2024
24.2%

< Talk Cafe by Career Mentors >

We secure talented human resources through flexible review of recruitment methods

Expand job categories for experienced employees

〇Those who have work experience and expertise in private companies etc. and those who are newly employed after raising children, we introduce **a new year-round recruitment screening for experienced employees** in Fiscal 2024.

〇It requires no special preparation for the civil service examination and introduction of aptitude tests where can be taken from anywhere in Japan and other screening measures that make it easier for job seekers to challenge themselves.

〇Gradually expand the number of jobs covered to further promote the securing of human resources

〇Post banner ads on Instagram and other social media sites and conduct PR such as posting for short video collections on the special page of TMG tests

Review of recruitment examinations for new graduates

〇Under Group I B New method for the spring, in order to make it easier for a wide range of people to take the test in fiscal 2024, **introduce of aptitude tests in place of liberal arts multiple-choice examinations**.
In addition, from Fiscal 2025, **construction, mechanical and electrical occupations are newly added to the target occupations** and secondary and tertiary test are integrated and conducted in one day as secondary test.

〇Under Group I B New method in the autumn, **students can take the test from the age equivalent to third grade of university** in Fiscal 2024 and conducted in civil engineering, architecture, machinery, and electrical engineering.
In Fiscal 2025, **clerical jobs are added to the list of eligible jobs**.

〇Aggressive promotion of recruitment examinations through advertisements on trains and digital signage.

Support for return of scholarships for teachers and technical employees

〇By **supporting for return of scholarships for teachers and technical employees*, secure stable human resources to support the future of Tokyo** through human resource development and urban resilience.

* Civil engineering, construction, mechanical and electrical

< Details of Selection >

Classification	Contents
First selection	Document screening*, aptitude test *Resume and entry sheet
Second selection	Interview (twice), Certification (Engineering only)
Applicable occupation	Clerical, Civil engineering, Construction, Mechanical, Electrical and Welfare

< Main contents after revision >

Type	age of entrance examination	Job Type	Contents
Spring Group I B (New method)	22 years of age or more Under 30 years of age	Clerical, ICT, Civil engineering, Construction, Mechanical, Electrical	① Aptitude test ・Basic ability test ② Oral examination ・Presentation + Interview ・Group Work + Interview
Autumn Group I B (New method)	21 years of age or more Under 30 years of age	Clerical, Civil engineering, Construction, Mechanical, Electrical	

Chapter 4: Advancing reform through bidirectional communication

1 ＃SHIN-TOSEI Portal Site, SNS

2 “Digital Suggestion Box Plus”, SHIN-TOSEI Grand Conference

3 Opinion Form for Wards and Municipalities regarding digitization

4 Survey of the citizens of Tokyo and employees regarding the digital environment, etc.

1 ＃SHIN-TOSEI Portal Site, SNS ～Visualizing reform and thorough Design thinking～

By “visualizing” reform, user opinions are widely collected and reflected in service improvements

✓ Through our portal site and SNS, we are advancing reform while "visualizing" the progress of our reforms and thoroughly applying “Design thinking” to reflect the proposals we receive in service improvements

“Visualizing” reform

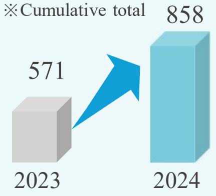
From July 2021 (Beta version from May 2021)

#SHIN-TOSEI Portal Site for the structural reform of the administration of TMG

✓ Implementation of "visualizing“ our initiatives, such as quarterly updates on the progress of ”SHIN-TOSEI" projects

#シン・トセイ
重点強化方針

【Number of articles】
※Cumulative total



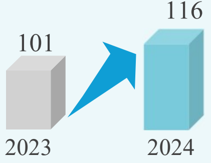
From October 2020

note #SHIN-TOSEI TMG Structural Reform Promotion Team

✓ Providing “face to face” information on the frontlines of the administration of TMG in order to communicate initiatives of "SHIN-TOSEI" in an easy-to-understand manner and to increase the number of fans who support our structural reform efforts

DXでもっと遠くへ。
都庁DXアワード2024
#シン・トセイ 都政の構造改革
都知事杯
Open Data
Hackathon
3年目の開催！
都知事杯オープンデータハッカソン
#シン・トセイ 都政の構造改革推進チーム note

【Number of articles】
※Cumulative total



Digital Signage

➡ Providing easy-to-understand information according to the target audience with utilizing various channels such as video, digital signage, SNS, etc.

Turning user feedback into service improvement

From July 2023

Digital Improvement Post

提言を大募集
オンライン化してほしい
HPをもっと見やすく

✓ We accept proposals for services (including those that are already digitalized) that the citizens of Tokyo find inconvenient and expect to be improved with DX

✓ Proposals that have led to improvements are “visualized” on Portal Site for the structural reform of the administration of TMG

Examples of responses to proposals received

It is difficult to find information about grants on the website, so please categorize the information and make it easier to understand

➡ We have reorganized the structure of the pages you pointed out

When registering on the web, 2-step verification can only be done by SMS verification on a cell phone. I would like to be able to authenticate by voice on a landline phone

➡ Voice notification authentication by phone has been added to allow authentication using landline phones

Regarding the grant application, some forms had to be mailed in. I would like to be able to complete them online

➡ To enable online application completion, forms that used to require mailing can now be attached to the application form as data attachments

2 “Digital Suggestion Box Plus”, SHIN-TOSEI Grand Conference

Create opportunities for employees to make suggestions and discussions beyond the workplace, and reflect their ideas in the structural reform of the administration of TMG

✓ Through opportunities, such as “Digital Suggestion Box Plus” and the “SHIN-TOSEI Grand Conference” which solicit suggestions from employees, we are working to encourage them to freely propose ideas and generate lively discussions that transcend the barriers of age, workplace, and job level

Digital Suggestion Box Plus

✓ **Call for suggestions for improvement on the structural reform of the administration of TMG** from employees

✓ Anyone can participate by “**Comment**” or “**Like!**”

✓ All suggestions are **considered and responded to by the department in charge**

Number of proposals	Number of comments
1,439	7,557

(August 2021 to December 2024)

Suggestions moved toward realization/
Issues resolved
Approximately 60% of total

I want you to create a system that can respond to questions via chat, based on AI that has been trained to learn the content necessary for daily work at the TMG

We are working to verify the use of sentence generation AI using data from specific fields and will work to make it available for daily work in the future

I would like to see the creation of materials that take into account diverse color vision, such as the “Color Usage Guidelines”

We will further promote Color Universal Design so that everyone, regardless of age, disability, nationality, etc., can smoothly access information

SHIN-TOSEI Grand Conference

✓ "SHIN-TOSEI Offline Meet-up" and the "Structural Reform Talk Caravan" were integrated in a progressive manner, and a conference **where diverse employees can discuss issues beyond their workplace, occupation, and job level** was held for the first time in Fiscal 2024

✓ Discussed opinions and ideas for reflection in future policies of the TMG

✓ In Fiscal 2024, the conference was held 3 times in the first half and 5 times in the second half, with a total of **300 people (including 31 managers)** from all TMG participating

Agenda: What can be done to realize a workplace where employees can demonstrate their abilities and vitality?

Opinions and ideas expressed at the SHIN-TOSEI Grand Conference (excerpts)

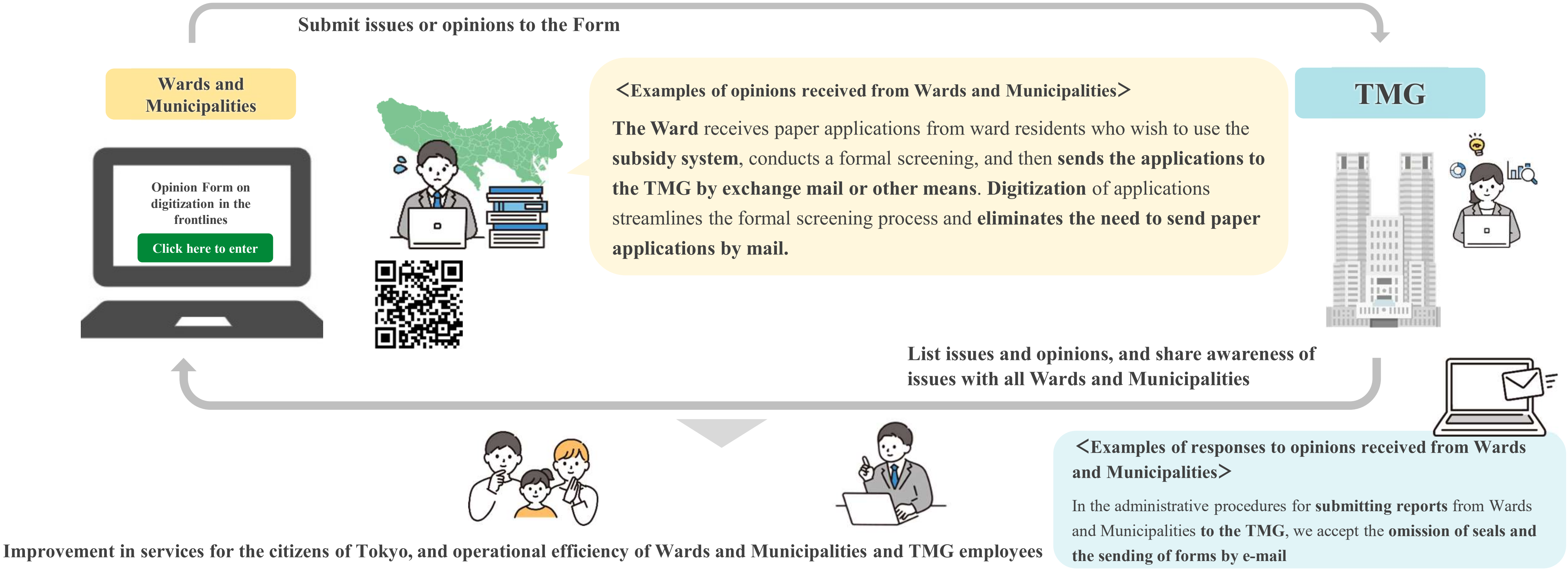
- **To create an open and flat organization, it is necessary to raise awareness from the management level**
- **In addition to such large-scale initiatives, it is necessary to create opportunities for discussion in familiar workplaces**
- **It is necessary to create a mechanism for active discussion also online, utilizing digital technology**

Based on the opinions and ideas expressed here, we will further promote the creation of opportunities for employees to make suggestions and discussions beyond their workplaces

3 Opinion Form for Wards and Municipalities regarding digitization ～Connecting frontline feedback to service improvements～

Gathering feedback from the frontlines of Wards and Municipalities to improve services and operational efficiency across Tokyo

- ✓ **Gathering issues and opinions of Wards and Municipalities** in promoting the digitization of administrative work originating from the national and TMG systems **through the Opinion Form**
- ✓ The TMG and all Wards and Municipalities share an awareness of the issues, **leading to further improvements in services for the citizens of Tokyo and greater operational efficiency for employees**


Submit issues or opinions to the Form
Wards and Municipalities
Opinion Form on digitization in the frontlines
Click here to enter
TMG
List issues and opinions, and share awareness of issues with all Wards and Municipalities

<Examples of opinions received from Wards and Municipalities>

The Ward receives paper applications from ward residents who wish to use the **subsidy system**, conducts a formal screening, and then **sends the applications to the TMG by exchange mail or other means**. **Digitization** of applications streamlines the formal screening process and **eliminates the need to send paper applications by mail.**

<Examples of responses to opinions received from Wards and Municipalities>

In the administrative procedures for **submitting reports** from Wards and Municipalities **to the TMG**, we accept the **omission of seals and the sending of forms by e-mail**

Improvement in services for the citizens of Tokyo, and operational efficiency of Wards and Municipalities and TMG employees

4 Survey of the citizens of Tokyo and employees regarding the digital environment, etc.

Survey of individuals and business operators regarding digitization

※Figures in the graphs are rounded off to the nearest unit indicated, so the total of the breakdown may not add up to 100%

✓ In order to understand the current status of the structural reform of the administration of TMG, we are conducting a survey to compare Tokyo with overseas cities in terms of satisfaction with administrative procedures, etc.

✓ At SHIN-TOSEI X, we aim to further improve the QOS of the administration of TMG by **focusing on the "real feeling" of its residents and business operators**. To this end, we have conducted the **following in-depth surveys** on the actual situation regarding digitalization:

- Conducted a survey of **overseas business operators** in addition to the existing survey of those in Tokyo
- Further detailed survey on the use of digitized administrative procedures
- Satisfaction survey and analysis by delving deeper into the subject, including users of administrative procedures and users of digital procedures

【Survey Overview】

<Survey of individuals>

Targets: Teens to 70s (500 in each city) living in Tokyo, New York, London, Paris, Singapore, and Seoul

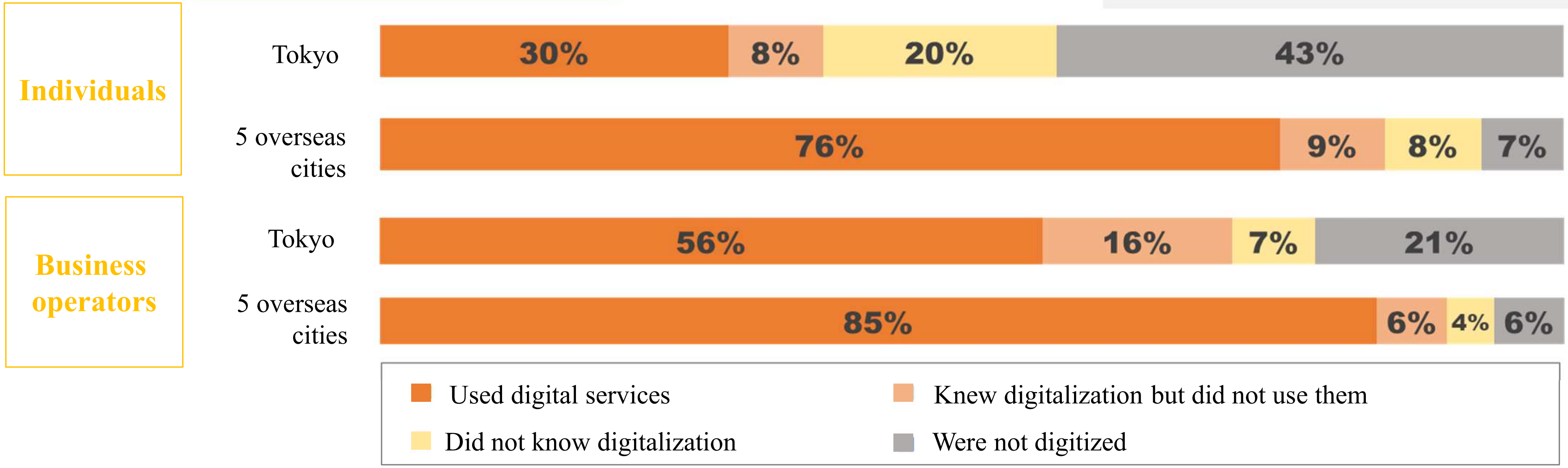
Period: October 31 - December 3, 2024

<Survey of business operators>

Targets: 888 business operators with headquarters in Tokyo
4,242 business operators in the above 5 overseas cities

Period: November 7 - December 13, 2024

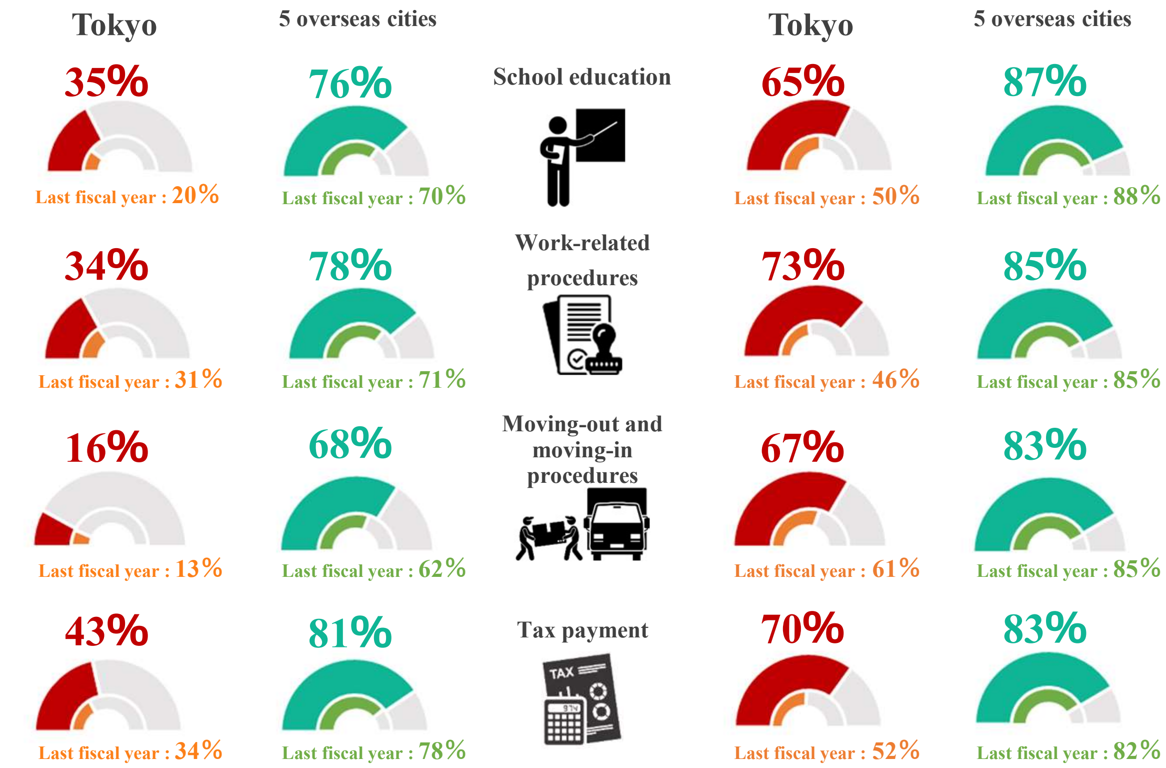
Usage status of digitized administrative procedures



Status of utilization rate and satisfaction (individuals)

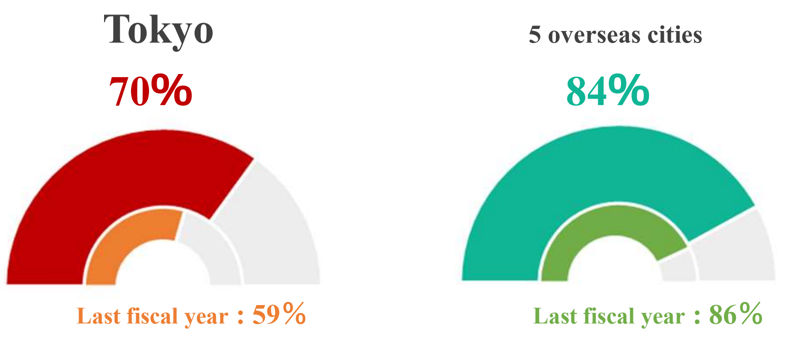
✓ **The satisfaction rate of those who have used the digitalized administrative procedures in Tokyo is about 70%,** which is an improvement in both utilization rate and satisfaction compared to last fiscal year (FY2023), but still low compared to other countries

Utilization rate and satisfaction with digitized administrative procedures



	Utilization rate of digitalized procedures Tokyo	Utilization rate of digitalized procedures 5 overseas cities	User Satisfaction Tokyo	User Satisfaction 5 overseas cities
School education	35% Last fiscal year : 20%	76% Last fiscal year : 70%	65% Last fiscal year : 50%	87% Last fiscal year : 88%
Work-related procedures	34% Last fiscal year : 31%	78% Last fiscal year : 71%	73% Last fiscal year : 46%	85% Last fiscal year : 85%
Moving-out and moving-in procedures	16% Last fiscal year : 13%	68% Last fiscal year : 62%	67% Last fiscal year : 61%	83% Last fiscal year : 85%
Tax payment	43% Last fiscal year : 34%	81% Last fiscal year : 78%	70% Last fiscal year : 52%	83% Last fiscal year : 82%

User Satisfaction (average of all procedures)



Tokyo	5 overseas cities
70% Last fiscal year：59%	84% Last fiscal year：86%

Ratio of “Very satisfied” + "Rather satisfied"

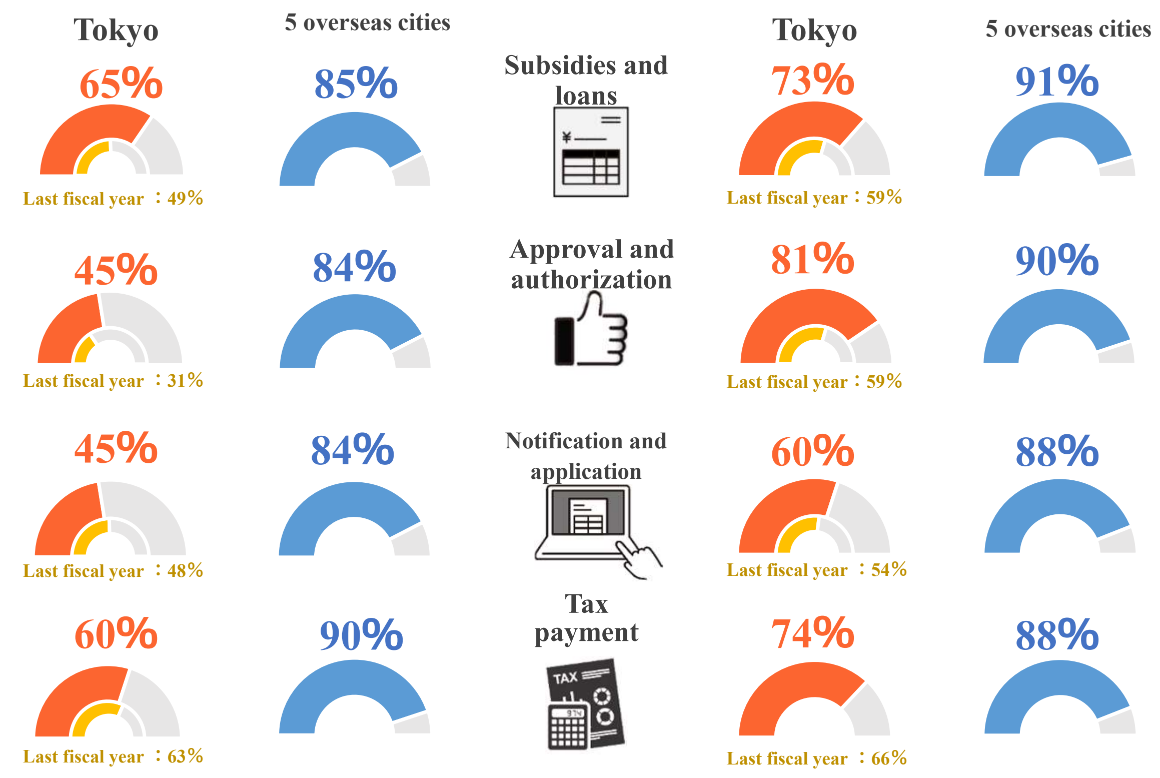
- In Tokyo, **utilization rate and satisfaction with digitized administrative procedures increased overall** compared to the last fiscal year
- In particular, there was a significant increase in utilization rate of “School education” and satisfaction with “Work-related procedures”
- Currently, utilization rate and satisfaction are low compared to other countries, so further initiatives are needed to promote digital procedures, etc.

Status of utilization rate and satisfaction (business operators)

✓ **Similarly, in the survey of business operators, the satisfaction rate of those who have used the digitalized administrative procedures in Tokyo is about 70%,** which is an improvement in both utilization rate and satisfaction compared to last fiscal year (FY2023), but still low compared to other countries

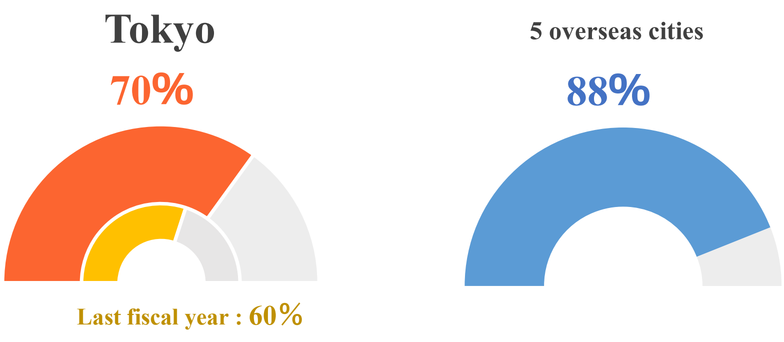
※5 overseas cities are surveyed from this fiscal year

Utilization rate and satisfaction with digitized administrative procedures



Utilization rate of digitalized procedures			User Satisfaction	
Tokyo	5 overseas cities		Tokyo	5 overseas cities
65% Last fiscal year ：49%	85%	Subsidies and loans	73% Last fiscal year：59%	91%
45% Last fiscal year ：31%	84%	Approval and authorization	81% Last fiscal year：59%	90%
45% Last fiscal year ：48%	84%	Notification and application	60% Last fiscal year ：54%	88%
60% Last fiscal year ：63%	90%	Tax payment	74% Last fiscal year ：66%	88%

User Satisfaction (average of all procedures)



Tokyo	5 overseas cities
70% Last fiscal year : 60%	88%

Ratio of “Very satisfied” + "Rather satisfied"

It is necessary to **accelerate the digitalization**, including Wards and Municipalities, and to **continuously** work toward improving the QOS of the administration of TMG, while **conducting user reviews to listen to satisfaction and opinions** in all digital services that serve as points of contact with the citizens of Tokyo and businesses operators

➡**All results of the survey** are available on the catalog website "TOKYO OPEN DATA"
https://catalog.data.metro.tokyo.lg.jp/dataset/t000029d0000000026

Awareness survey of employees regarding the digital environment, etc.

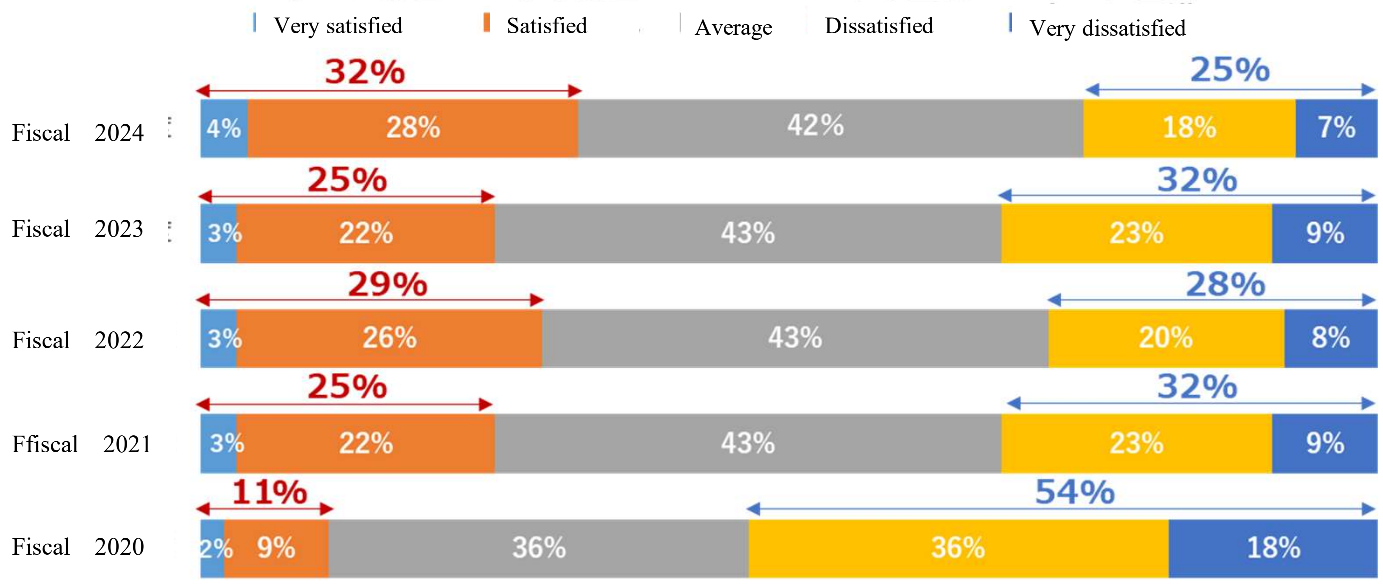
※Figures in the graphs are rounded off to the nearest unit indicated, so the total of the breakdown may not add up to 100%

✓ In order to understand the current status of DX at the TMG,
we regularly survey employee satisfaction with the digital environment, etc.

Results of the FY2024 Survey

- This time, **32% were satisfied and 25% were dissatisfied**, with **satisfaction far exceeding dissatisfaction** as a result of the progress made in improving the TAIMS environment
- Further initiatives will be made **to realize a highly convenient digital environment**

Comprehensive evaluation regarding the digital environment



【Survey Overview】

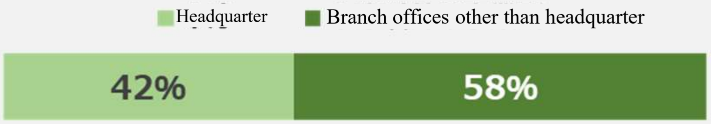
- Survey conducted on TMG's internal network of employees who were given personal e-mail addresses in TAIMS※, etc.
（Period | November 7 - December 6, 2024）

※TMG Advanced Information Promotion System（Including TS-NET of the Bureau of Waterworks）

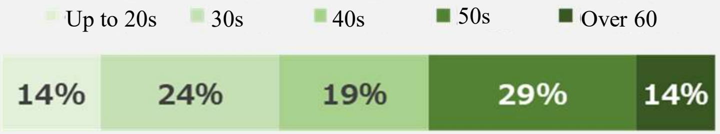
- Number of respondents｜13,650（Target:56,035）
- Response rate｜24.4%

Respondent Attributes

■ Work location



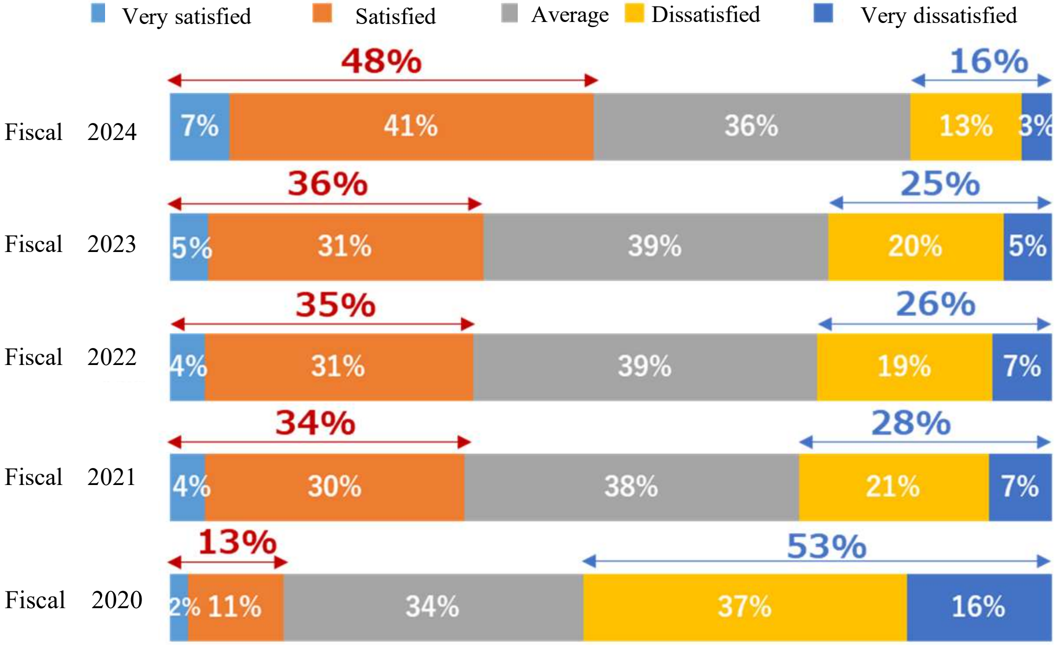
■ Age



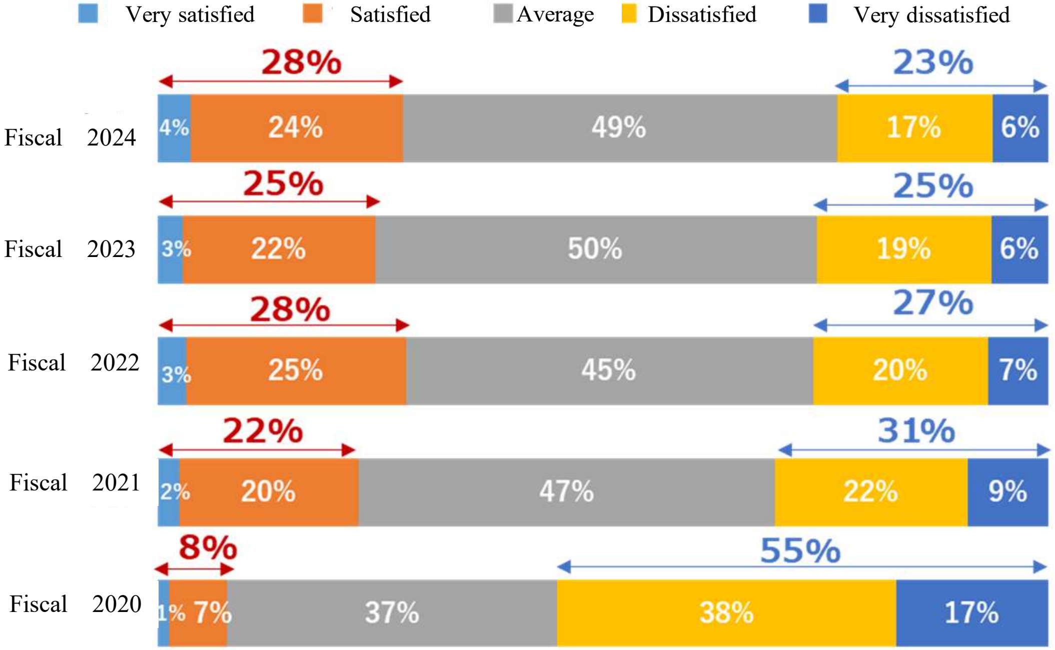
Comprehensive evaluation regarding the digital environment (by work location)

- **Satisfaction level of Governor's Bureau, etc. (headquarter) increased in FY2024**
- Satisfaction level of Governor's Bureau, etc. (branch offices) remained unchanged, but dissatisfaction level is improving

Governor's Bureau, etc.
(headquarter)

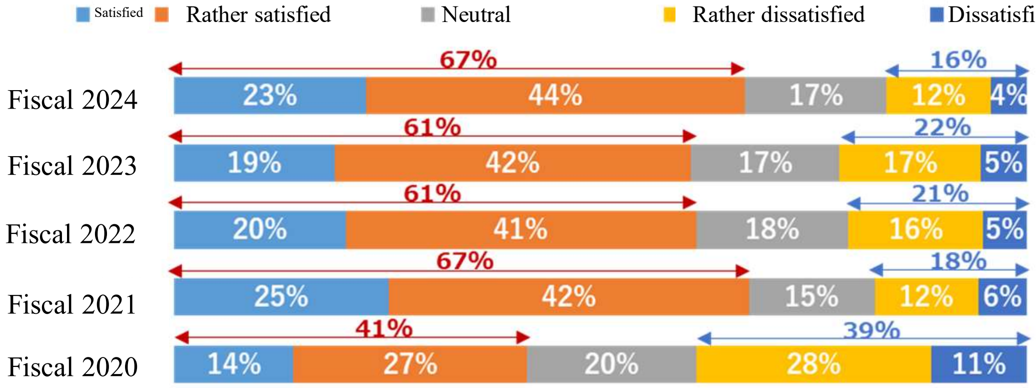


Governor's Bureau, etc.
(branch offices)

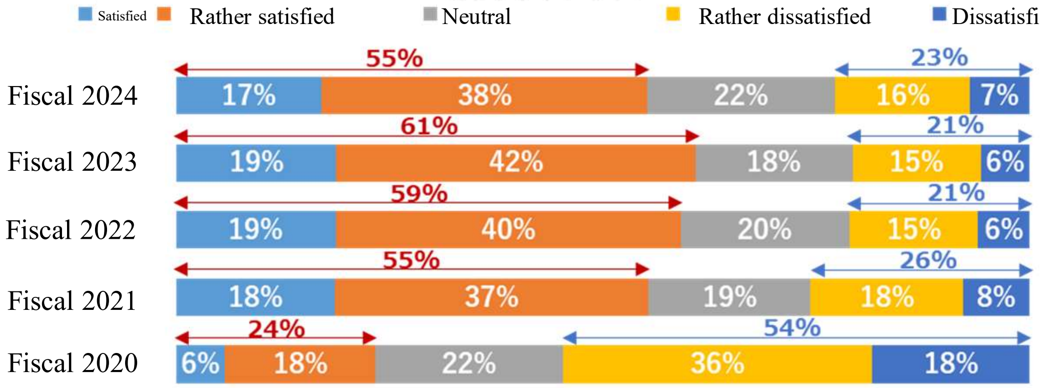


Satisfaction with the communication network environment in the office

Governor's Bureau, etc. (headquarter)

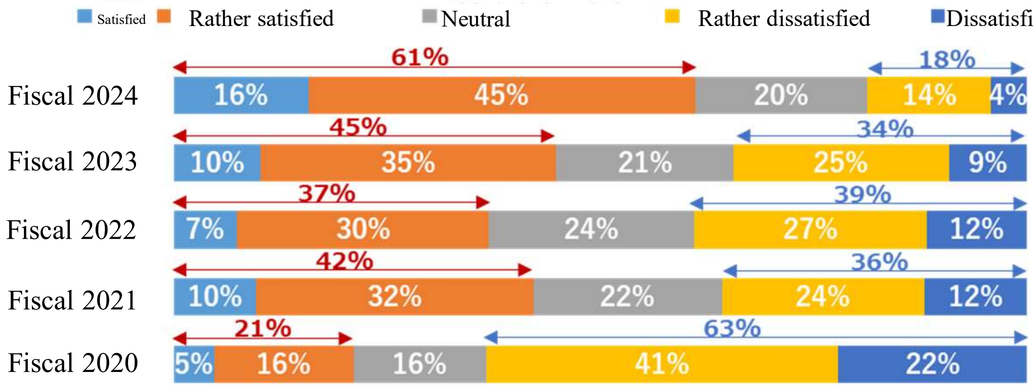


Governor's Bureau, etc. (branch offices)

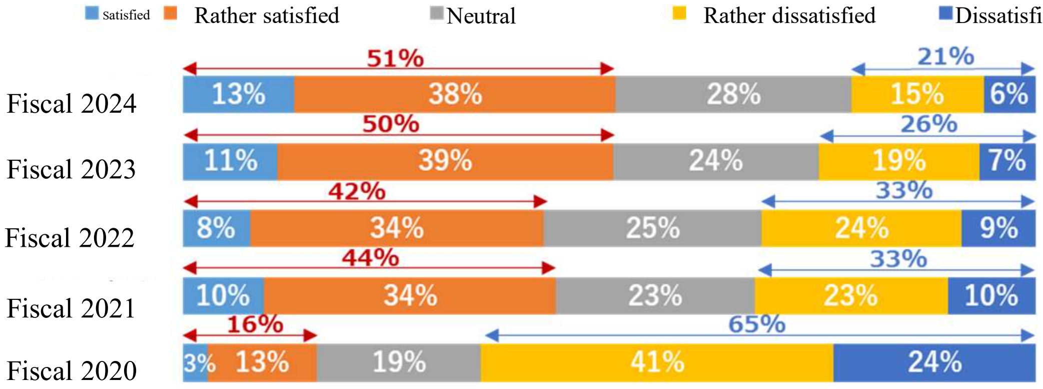


Satisfaction with terminals for business use

Governor's Bureau, etc. (headquarter)



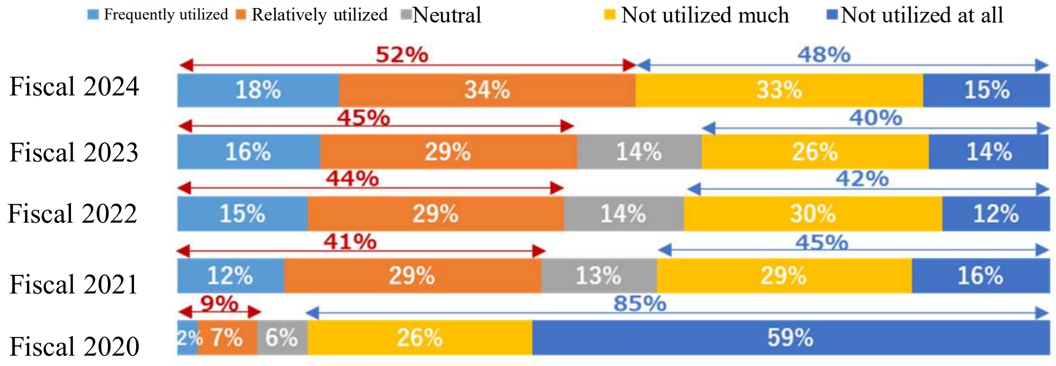
Governor's Bureau, etc. (branch offices)



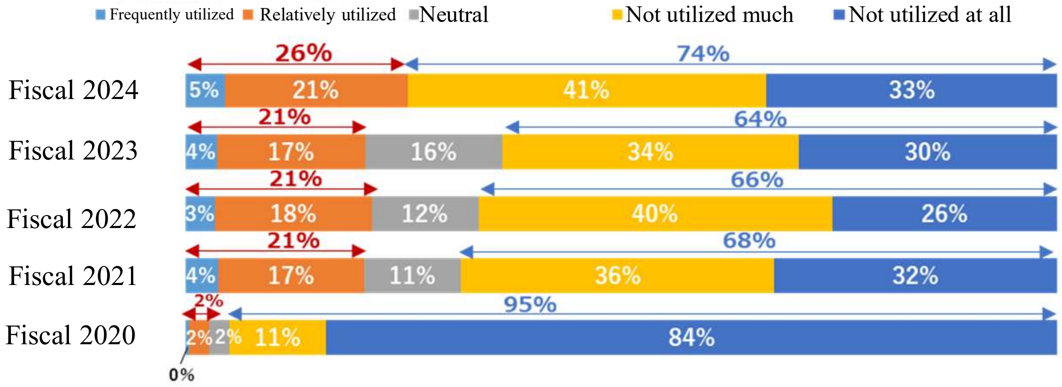
Frequency of utilizing web meeting

※The "Neutral" option has been eliminated since FY2024

Governor's Bureau, etc. (headquarter)



Governor's Bureau, etc. (branch offices)

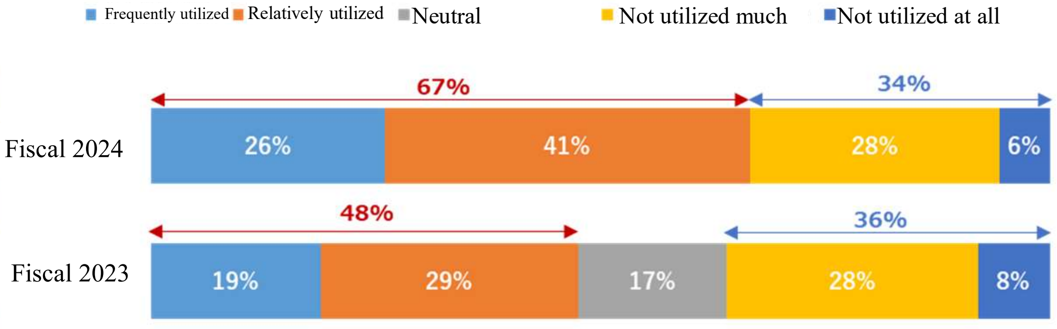


Frequency of utilizing Microsoft Teams

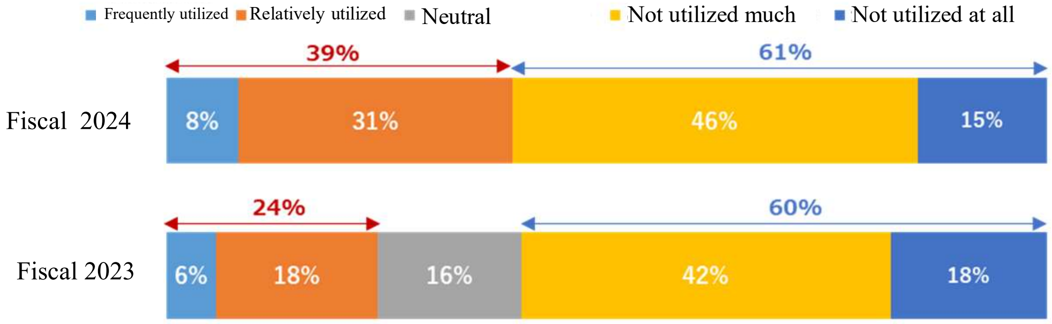
※This survey started in 2023

※The "Neutral" option has been eliminated since FY2024

Governor's Bureau, etc. (headquarter)



Governor's Bureau, etc. (branch offices)



Glossary

Terms	Meaning
Alphanumeric	
ABW	Abbreviation for Activity Based Working High-quality working styles with flexible use of location and time, depending on workplace conditions, work content, and employee choices
API Format	Abbreviation for Application Programming Interface A mechanism to connect “data on the website” and “applications developed by users” in the most efficient way
BPR	Abbreviation for Business Process Re-engineering Radically revamp the existing organization and business rules, and redesign the duties, workflow, management structure, and information system for the entire business process from the user's point of view. Optimization of business process
BPX	Abbreviation for Business Process Transformation Aiming to transform and improve operations across organizational boundaries
DX	Abbreviation for Digital Transformation The concept that the penetration of ICT will change people's lives for the better in all aspects
DX Ambassador	TMG employees who take the initiative in improving workplace operations, such as the use of digital tools, etc.
G-Biz ID	A common identification system for business operators Business operator that has obtained a G-Biz ID can log in to multiple administrative services with a single ID and password
jGrants	Web service for online application for subsidies and grants administered by Central Government Ministries and Agencies, and local governments
LGWAN	Abbreviation for Local Government Wide Area Network A closed network dedicated to public administration that interconnects networks within local government organizations
PMH	Abbreviation for Public Medical Hub Information linkage system developed by the Digital Agency in FY2023 to connect municipalities, medical institutions, etc.
QOL	Abbreviation for Quality of life Quality of life
QOS	Abbreviation for Quality of service Quality of service to the citizens of Tokyo
SaaS	Abbreviation for Software as a Service A form of using software provided by the cloud as a service via the Internet
SusHi Tech Tokyo	Acronym for Sustainable High City Tech Tokyo A common concept used to disseminate a variety of ideas and technologies for overcoming common urban challenges from Tokyo to the rest of the world
TIB	Abbreviation for Tokyo Innovation Base A major hub where Startups and their supporters from Japan and overseas gather and interact
UI	Abbreviation for User Interface UI is the point of contact between users and products or services
UX	Abbreviation for User Experience The experience of someone using a product, system, or service

Terms	Meaning
Order of the Japanese syllabary	
Analog Regulations	Rules (regulations) that presuppose analog methods (e.g., visual confirmation by human eyes, participation in on-site or in-person training, posting of official certificates or other written documents, etc.)
Event-driven	One of the methods of developing and executing computer programs in which processing is described or performed in response to events caused by users or other external programs
Evidence-based	Making decisions based on data, not just experience
Area Mail	A service in which e-mails are addressed to an area (specifically, each Wards and Municipalities) and received simultaneously on compatible cell phones within the designated area
Open data	Data published in a form that meets all of the following criteria: (1) data to which the rules for secondary use are applied, whether for commercial or non-commercial purposes (2) data that is suitable for machine decoding, and (3) data that can be used free of charge
Voice mining	Technology to analyze customer needs and emotions by converting voice data into text
Cloud storage	Online file sharing service
Connected one stop	A concept that aims to provide multiple procedures and services, including private services, in one place from anywhere
Service design	Creating better services through dialogue with users
Subsystem	A smaller unit system that is part of a larger system, or another system that can be used as a supplement, spare or replacement for a certain system
Civic Tech	A term coined by combining the words “Civic” and “Technology. Initiatives in which citizens utilize technology to solve administrative problems and social issues
Startups	A company that is not afraid to challenge existing systems and aims to create new business models and new value
Policy collaborating organization	Organizations that are highly relevant to the TMG, such as those that execute or propose projects in collaboration with the TMG, or collaborate with the TMG for policy implementation, and for which the TMG as a whole needs to provide guidance and supervision
Generative AI	AI (Artificial Intelligence) that can learn patterns and relationships in data and generate a variety of content
Dashboard	Functions, screens, software, etc., that gather data from multiple sources and summarize and list them in a summary
Chatbot	Programs that automatically answer questions entered over the network
Text mining	Technology to extract frequently occurring words and feature words from documents, or text converted from voice data
Digital twin	A “twin-like” reproduction of various elements of physical space (real space), such as buildings, roads and other infrastructure, economic activities, and human flows, in cyberspace (virtual space on computers and computer networks) based on data acquired from sensors and other sources
Digital first	Consistent digital completion of individual procedures and services
Tokyo Digital Academy	To improve the QOS of Tokyo as a whole through the promotion of DX, promote “human resource development,” “research and analysis of advanced cases,” and “Wards and Municipalities cooperation” in an integrated manner, and improve the digital capabilities of TMG and Wards and Municipalities officials
City OS	A data collaboration infrastructure that accumulates and utilizes various data generated by cities, such as human flow and traffic, to realize cross-field urban services in order to enhance the services and functions provided in cities
No Code	Techniques for creating applications without programming
Hackathon	A development event where engineers and planners bring their technologies and ideas, develop applications, etc., and compete for the best outcomes
Back office	A department that performs indirect operations in support of customer-facing departments or departments that play a central role in the core business
Push type	Delivering necessary information ahead of time through applications and other means that users normally use
Broad Listening	A method of analyzing and visualizing a huge number of collected opinions using AI technology
Project oversight	Consultation on the development and maintenance of digital services to ensure and improve the quality of digital services
Prototype	Initial stage model of a product or service
Base Registry	A database consisting of data that is referenced in numerous procedures across systems, such as addresses and locations, names of corporations, etc.
Futuristic Office	A workplace where employees can practice free and flexible working styles without being restricted by location
User Testing	An initiative to actively communicate with users to discover and confirm their requests, issues, and service problems
Requirements Definition	The process of clarifying requirements such as functions to be implemented and performance to be met in the development of systems or software
Once Only	A system in which, in principle, administrative agencies are not required to submit information again once they have received it

The latest information on the structural reform of the administration of TMG is posted on the "#SHIN-TOSEI Portal Site", note, and X (formerly Twitter)

#シン・トセイ

Portal Site for the
structural reform of the
administration of TMG

https://shintosei.metro.tokyo.lg.jp/

note

https://note.com/kouzoukaikaku

X

https://twitter.com/tocho_digital

Your opinions or comments are welcome

Opinion Form

https://shintosei.metro.tokyo.lg.jp/contact/

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