

GREATER LONDON AUTHORITY

REQUEST FOR DIRECTOR DECISION – DD2092

Title: Scoping Study For a London Office Of Technology and Innovation (LOTI)

Executive Summary:

Further to an agreement between London Councils, the Greater London Authority and the Chief Executives London Committee, this Director's Decision is to commission a scoping exercise for a London Office Of Technology and Innovation (LOTI).

The scoping exercise will seek to establish the business case for a LOTI - a new collaborative vehicle to deliver progress in the application of data, digital and technology in public services.

Decision:

That the Executive Director of Communities and Intelligence approves expenditure of up to £100,000 for the period from 1 April 2017 to 31 March 2018, comprising £25,000 from London Councils, £25,000 from London boroughs and £50,000 from the GLA's Intelligence Unit budget, to be used for the procurement and commissioning of consultancy services to run a scoping exercise arising from the proposal to establish a London Office of Technology and Innovation.

AUTHORISING DIRECTOR

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.
It has my approval.

Name: Jeff Jacobs

Position: Head of Paid Service & Executive Director

Signature:



Date:

4.4.2017

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1** Following exploratory work undertaken by the Greater London Authority (GLA) and London Councils in 2016, the GLA and London Councils are seeking to strengthen collaborative working across the linked agendas of data, digital and emerging technologies. The principle aim of doing so is to ensure that maximum benefit from them is delivered into the wider public service transformation agenda.
- 1.2** Taking into account existing and emerging good practice in this field (e.g. London Fraud Prevention Hub and London Office of Data Analytics pilot), there is a shared and recognised need to explore the significant potential for more formalised collaborative working (e.g. on cross-functional and cross-organisational opportunities) and described in this paper as LOTI.
- 1.3** A scoping study is planned. This is intended to be made open to all Boroughs and will be designed to deliver an assessment of existing resources dedicated to the application of data, digital and technology in London public and urban services, an operating model, budget and supporting governance model for the first three years of a LOTI. A draft programme of work, closely aligned to a set of agreed, shared priorities, will be presented for consideration.
- 1.4** The scoping study will be co-funded by the Greater London Authority and London Councils with reports being made to officers that are digital leaders from the Boroughs and the GLA. A programme board has been established, involving key GLA and Mayor's Office staff, as well as senior representatives from London Councils and individual Borough Councils.
- 1.5** While the scoping study will inform proposals, a LOTI is intended to be a virtual organisation which draws together financial, human and (private) partnership resources as needed to contribute to a range of work streams. These will be shaped through the scoping exercise, but could focus on the following early priorities:
- 1) City Digital Services (making a difference to people's lives and improving business processes)**
 - Aggregation of demand across London public services for a range of digital innovations in public and wider services.
 - Sharing information, resources and data using city-wide cloud operations to facilitate the creation of common digital applications and services (micro or turnkey services) to be 'built once and shared often' by multiple authorities, and offering significant returns in terms of savings and value creation.
 - 2) City Data: Analytics and Management (proper data-driven insight for service redesign and better decision making)**
 - Using the emerging London Office for Data Analytics framework to deliver pan-London analytics exercises per year.
 - Creating a City Data Exchange which explores new forms of city data, its exploitation, data sharing agreements and licencing arrangements.

3) City Digital Leadership (leading cultural and organisational change)

- Building resilience and preparedness around emerging technologies and business models, public trust, data privacy and security.
- Building competency, capacity, and promoting the development of shared, open standards development to London Government.

4) Ecosystem Engagement (to align demand, supply and funding to accelerate market take up of digital solutions for London)

- Developing innovation challenges and funding to engage the GovTech sector's incubator and accelerator facilities by building on models like the UK Govcamp, ODI open data challenges.
- Connecting up all of existing innovation and incubation initiatives, community engagement, supporting Civitech, Govtech, and other funding opportunities, and leveraging in research and development activities.

5) Technology Foundations (to enable all of the above)

- Developing and documenting the current and required foundational "IT Capabilities" and promoting a common roadmap for re-use across London.
- Co-ordinating and promoting technology sourcing and implementation standards.

- 1.6** This will be a collective effort by public servants with a core group of leaders taking responsibility for driving the project forward.

2. Objectives and expected outcomes

2.1 Objectives

- To scope the potential for formalised collaborative working (e.g. on cross-functional and cross-organisational opportunities) to be housed within LOTI.
- To engage Boroughs from the officer level to the senior, chief executive and councillor level, to understand current ambitions and capacity to deliver service modernisation based on data, digital and technology.
- To create a broad value proposition for a London Office of Technology and Innovation, based around the stated outcomes for the above groups.
- To put forward concrete plans for corporate investment and partnerships with the private and third sectors.
- To drive the future work programme in data and digital in the GLA and the Boroughs and inform any funding bids to accelerate this work (e.g. ERDF funding).

2.2 Outcomes

- **Inception** (establishing arrangements for joint working with the project team, project coverage, stakeholder engagement and delivery milestones).
- **Field Assessment** (outreach to establish an evidenced view of current assets, resources, working arrangements, and ambitions in London government, as well as applicability of proposed LOTI model).
- **Operating Model Design** (establishing an operational model, supporting governance and partnering arrangements to be presented to and agreed by the project board).

3. Equality comments

In arriving at the recommended decision to approve this proposed budget, equalities issues have been considered in line with the GLA's duties under the Equalities Act 2010. It is unlikely that this project will have negative equalities impacts but identified equalities issues (both positive and

negative) will be covered in the Equality Assessment that will accompany the project. This will ensure that at each point of the drafting and consultation process for the proposed document, equalities impacts are considered and actions decided upon to address any emerging issues. The project will also be subject to a review and this will also address equalities impacts.

4. Other considerations

Please ensure this section covers a) key risks and issues b) links to Mayoral strategies and priorities c) impact assessments and consultations.

a) Key Risks

Risk description	Mitigation / Risk response	Prob-ability 1-4	Impact 1-4	RAG	GLA risk owner
The selected provider fails to meet planned delivery timescales	A delivery plan has already been produced with key milestones, and this will be communicated to providers who are approached for quotes.	2	2	A	Intelligence
The selected provider fails to work effectively with GLA resources	We will ask providers to identify how they intend to work with GLA resources when obtaining quotes. Teams involved such as the London Datastore and the Technology Group have been consulted on this proposal.	2	2	A	Intelligence
The provider fails to deliver a successful scoping study	When approaching providers, we will only select those who provide examples of similar work that is to a standard we would expect.	2	1	A	Intelligence
Boroughs do not have the capacity to participate in the scoping study	Potential providers will be required to outline a strategy which meets the time constrained needs of borough officers.	2	1	A	Intelligence

b) Links to Mayoral strategies and priorities

The Mayor's Manifesto Commitments

The Mayor has committed to take tech to the next level in London – and public services are included in his vision.

- He has pledged to create a new London data office working to bring data from across London's boroughs and public agencies together, and opening it up to enable quicker decision making, better services, more efficient government, and greater transparency.
- He has also pledged to support innovative tech solutions which enable Londoners to access and use public services and information more easily and efficiently.
- To show that we collect data responsibly, he has pledge to create a cybersecurity strategy to ensure Londoners and businesses have the information and resources they need to stay safe online.

A City for all Londoners

The Mayor provided further detail in his document, A City for All Londoners, which will guide his mayoral strategies.

- He has committed to develop best practices and measurements for ensuring social integration and social mobility, using technology and other methods to enhance the lives of all Londoners.
- He will improve digital connectivity in London, establishing it firmly as a key utility central to planning and new development
- He has committed to take advantage of smart technologies and data, to keep resources in use for as long as possible ('the circular economy'), and to understand the value of our green infrastructure so that we are clear about the implications of losing environmental resources.
- He will rethink London's energy strategy, which means more coordination, the integration of energy systems and infrastructure and the use of smart technology, and lead on work to cut energy bills for Londoners by promoting the roll out of smart meters.
- He wants to channel London's entrepreneurial spirit and tech expertise into useful TfL services, so he will provide as much open data as possible for app developers to use.
- He will manage travel demand through innovative methods, and promote smart systems such as traffic signal technology to help pedestrians, cyclists and bus users at congestion hotspots.

The Future of Smart: The Smart London Board's recommendations to the new Mayor

This report looks at the Smart London Board's progress in advising, developing and promoting the use of digital infrastructure and data in London since we published our plan two years ago. It also identifies future opportunities for the next Mayor of London.

- **Engaging our citizens** – putting Londoners at the core, through wide, inclusive digital engagement, and improving digital skills for all.
- **Enabling good growth** – through resilient digital infrastructure, smart homes, making more data available, and investing in innovation.
- **Working with business** – breaking down boundaries, supporting common standards, producing smarter regulations, and scaling-up innovation.
- **Data for London: A City Data Strategy** This strategy commits London to have the most dynamic and productive City Data Market in the world. In this City Data Market, the capabilities, talents and capacity of all our city data partners will impact on our huge social, economic and service-based challenges. To make this happen, friction in the sharing and value-driven exploitation of city data will be reduced to a minimum. City data will be recognised as part of the capital's infrastructure. The GLA will use it to save money, incubate innovation and drive economic growth.

c) Impact assessments and consultations.

The Scoping Study will incorporate Impact Assessments and stakeholder consultations. The GLA will work with the selected provider to ensure that the implementation plan includes an impact assessment of the effect of LOTI on the identified groups. We expect that positive impacts will be identified in the range of programmes – for example, vulnerable people that are more likely to be from the identified groups are found in housing of multiple occupation which is the focus of our London Office for Data Analytics. We also expect to be able to meet the Mayor's commitment to measuring social integration and social mobility with new data sources.

5. Financial comments

- 5.1 Approval is being sought for expenditure of up to £100,000 comprised of £25,000 from London Councils, £25,000 to be contributed from London Boroughs and £50,000 to be met from the GLA's Intelligence Unit's 2017-18 budget.

6. Legal comments

6.1 Sections 1 – 4 of this report indicate that:

6.1.1 the decisions requested of the director (in accordance with the Authority's Contracts and Funding Code) fall within the GLA's statutory powers to do such things considered to further or which are facilitative of, conducive or incidental to the promotion of economic development and wealth creation, social development or the promotion of the improvement of the environment in Greater London; and

6.1.2 in formulating the proposals in respect of which a decision is sought officers have complied with the GLA's related statutory duties to:

- pay due regard to the principle that there should be equality of opportunity for all people (further details on equalities are set out in section 3 above) and to the duty under section 149 of the 2010 Act to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation as well as to advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not;
- consider how the proposals will promote the improvement of health of persons, health inequalities between persons and to contribute towards the achievement of sustainable development in the United Kingdom; and
- consult with appropriate bodies.

6.2 The services required must be procured by Transport for London Procurement who will determine the details of the procurement strategy to be adopted in accordance with the GLA's Contracts and Funding Code. Officers must ensure that appropriate contract documentation is put in place and executed by the successful bidder(s) and the GLA before the commencement of the services.

7. Planned delivery approach and next steps

Activity	Timeline
Procurement of contract [for externally delivered projects]	April 2017
Delivery Start Date [for project proposals]	May 2017
Delivery End Date [for project proposals]	November 2017

Appendices and supporting papers: None

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOI Act) and will be made available on the GLA website within one working day of approval. If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:**Is the publication of Part 1 of this approval to be deferred? YES**

If YES, for what reason:

Deferral is sought until after the procurement has been undertaken and the successful organisation appointed, as this DD provides detail of the likely budget for this research, which could be used by bidding organisation as a guide to the amount the GLA is willing to pay for this research, therefore there is a risk of not achieving value for money.

It is our preferred approach for organisations to state how much they would charge for research without providing guidance as to the budget available.

Until what date: 31 March 2017

Part 2 Confidentiality: Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to confirm (✓)

Drafting officer:

Stephen Lorimer has drafted this report in accordance with GLA procedures and confirms that:

✓

Assistant Director/Head of Service:

Andrew Collinge has reviewed the documentation and is satisfied for it to be referred to the Sponsoring Director for approval.

✓

Financial and Legal advice:

The Finance and Legal teams have commented on this proposal, and this decision reflects their comments.

✓

Corporate Investment Board:

The Corporate Investment Board reviewed this proposal on 27 March 2017.

EXECUTIVE DIRECTOR, RESOURCES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature

M. D. Ollie

Date

4.4.17

