

**MAYOR OF LONDON**

# **Next steps in city digital collaboration: London Office for Technology & Innovation**

**Presentation to CELC**



## Background

- **Proposition Paper** compiled by GLA in conjunction with London Councils Dec/Jan
- Based on **Scoping Exercise** (Sept-Dec 2017) commissioned by GLA/London Councils and delivered by Arup, FutureGov & Stance
- **Context:** Metro-Mayors & devolution; Digital Office for Scotland; new CDO, new Smart London Plan (June 2018), new London Plan; GDS/MHCLG scoping; Govt initiatives

# Methodology

- Engagement with 20 of the 33 boroughs between October and November
- Survey of chief officers (CEOs and CIOs) from 12 boroughs
- One-to-one interviews with CEOs, CIOs and transformation leads from 10 boroughs and input from the London CIO network
- Four workshops with 60 participants

# **Principles for City-wide collaboration**

- Acknowledge existing leading practice (e.g. London Ventures)
- Amplify and adapt
- Avoid duplication of effort and pool skills in short supply
- Be clear on where and why collaboration delivers collective benefit

# Overall findings: current state

- Demand for greater collaboration around good practice in leadership & capacity, design & testing, procurement and deployment. This was expressed both in terms of supporting boroughs to:
  - Meet core or common challenges (e.g. GDPR or new regulations)
  - Intensive and applied innovation
- Existing formal and informal pan-London professional networks were perceived as lacking capacity to advance innovation at any scale and strong ask for a body to *“focus on doing, not just updating colleagues.”*
- Relatively modest level of investment over 3 years could bring big benefits

# Overall findings: future state

- To harness maximum benefit for Londoners and public services under pressure, we need to answer a new set of questions:
  - What can digital innovation do to improve quality of life and address common problems?
  - What extra digital capability is needed in local government?
  - Data management and ethics?
- Move to a state of technology ‘preparedness’
  - Anticipating new business models and ‘co-producing’ with the tech and data communities
  - Setting the right conditions so that innovation takes hold and risk and opportunity are held in balance

## Headline Needs

### 1. Promoting innovation

- Brokering new digital products
- Innovation challenges

### 2. Scaling best practice

- What works
- Cloud computing
- Peer-to-peer
- GDS & devolution

### 3. Common standards

- New regulations
- Local Government Digital Services Standard
- IoT
- Cyber-resilience

### 4. Improved connectivity

- Supporting boroughs

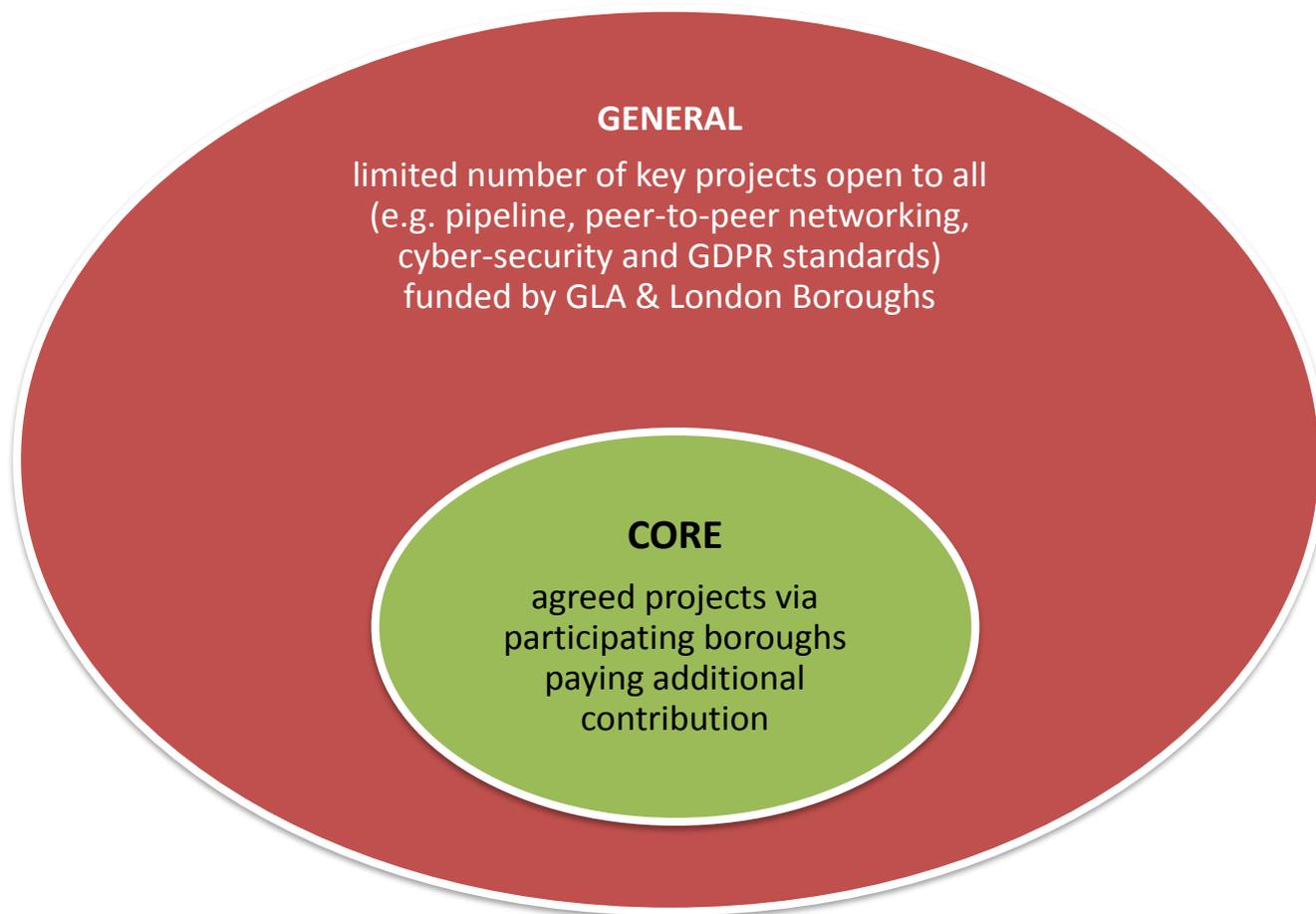
### 5. Better London-wide data

- Common tools
- Common Needs
- Data ethics

### 6. Digital skills and capability

- Digital and data skills at all levels

## Illustrative operating model



# Digital Leadership

**Workforce skills** - Development of a pan-London digital leadership offer in conjunction with GDS Digital Academy Apprenticeship Levy

**Peer-to-peer** - Fund and run a series of London public sector 'Unconferences' modelled on civil service OneGov / Govcamp and SmartLondonCamp18. Formally support monthly 'Localgov Teacamps' to promote better service-design.

**Research capacity** - Provide a central research function developing understanding about digital maturity in individual organisations and public service specialisms to assist with resource pooling around digital strategy development and approaches for agreed areas (e.g. cyber-security, data/GDPR, cloud services and connectivity).

# Digital Foundations

**GDPR readiness** - Development of common, labour- and money- saving approaches to new data laws effective as of 25 May 2018 (collaborative work is already underway).

**Common standards** - present clear requirements to the market in areas like cyber-security and Internet of Things technology to ensure the delivery best value for local authorities and joined-up approaches that avoid narrow proprietary solutions.

**Cyber security** - joined up and consistent approach to cyber resilience. LOTI will work with the CDO to benchmark practices across the sector, developing a joined-up action plan for improving cyber security at a sector level and in line with UK action plans

# Service Innovation

**Adoption of 'Pipeline' sharing platform -**  
hub for sharing details of London's pipeline of digital work (in line with the LOTI objectives)

**Supporting transition to cloud -**  
explore collectively how this could help councils develop their strategic plans.

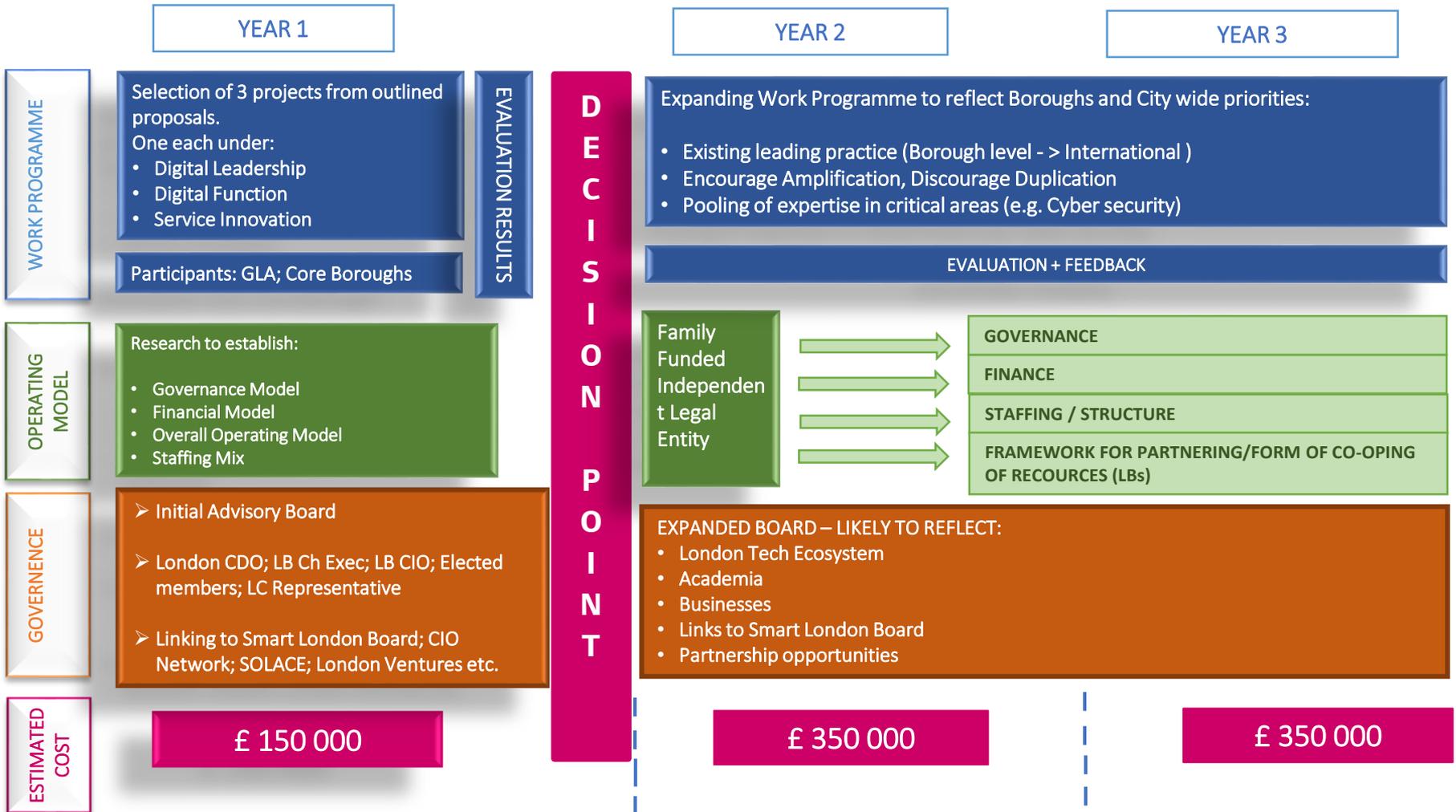
**Opening up commissioning approaches to bring in greater innovation and opportunities for SMEs -** engage with tech suppliers/Crown Commercial to develop pre-commercial procurements and new commissioning approaches for IT and digital services

**Multi-borough involvement in the DCMS 5G citizen testbed -**  
co-development of business models for new urban services (e.g. mobility) via Digital Greenwich and GLA

**Blockchain exploration -**  
to establish, pilot and evaluate key applications for distributed ledger technologies

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## LONDON OFFICE OF TECHNOLOGY & INNOVATION DEVELOPMENT



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## Actions

1. To note the content of this report, including context for digital collaboration, scoping of needs and proposed direction of travel.
2. To comment and advise on the proposed next stage and on the approach to building commitment from the Boroughs in the development of proposals for a LOTI - a year one 'start phase', including activities such as development of a Memorandum of Understanding between participating authorities; agreement of projects drawn from the outline work programme in this paper; identification of in-kind resources to support work; develop the various aspects of full operating model for years two and three (e.g. governance).

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## Q&A

Theo Blackwell  
Andrew Coillinge

