

Committee	Dated:
Efficiency and Performance Sub Committee Digital Services Sub-Committee	26 February 2021 26 March 2021
Subject: An IT and Digital Roadmap for more Efficient Ways of Working	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2,9 and 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	Estimated £4m
What is the source of Funding?	Capital Bid
Has this Funding Source been agreed with the Chamberlain's Department?	Y (Partially 21-22)
Report of: Chamberlain	For Information
Report author: Sean Green	

Summary

Following on from the September 2020 report of City Surveyor, Chamberlain (IT), and Town Clerk (HR); 'Guildhall Complex – Road Map for Return to the Office report', the purpose of this report is provide a deep dive on the opportunities that the new IT and Digital roadmap provides to organisation for more efficient ways of working in the near future.

To further support the delivery of all workstreams, the City Surveyor has established and is leading a new Workplace Steering Group formed of City Surveyor, HR, IT, Corporate Strategy & Performance and Finance officers.

Members will receive updates on the IT and Digital Programme of work at the Digital Services Sub-Committee.

Recommendations

Members are asked to note:

- the proposal to roll out new digital and technology solutions to support the Digital Services Strategy to deliver an organisation that is efficient, agile and better joined up;
- further reports will be provided as proposals are developed by the IT Division and the new Workplace Steering Group;
- that moving to digital organisational and delivery models potentially offers significant scope to drive out efficiency savings and increased value for money. One example is that of remote working which has accelerated the thinking and options now available for how we use our offices.

Main Report

Background

1. The year 2020, more than ever before, has elevated the importance of providing resilient services and working practices delivered through digital means, rather than paper based or location dependant processes. The organisation's investment in IT infrastructure and cloud-based services has paid dividends during the last 12 months.
2. This paper details the digitally enabled roadmap to enable further efficiencies in CoL.

Current Position

3. The Corporation now has a unique opportunity to consider how the next normal can continue to support the post pandemic new ways of working.
4. The COVID-19 Crisis has shone a spotlight on the **Digital and IT capabilities** for organisations across the board – international information and consulting group Gartner, inc, found that:
 - Those that had **invested** and executed their digital strategies wisely have **fared better**;
 - It brought to light **significant 'cracks'** in operating models from weak investment, legacy technology, technical debt, poorly executed digital strategy, weak management buy-in and cultural barriers.

Digital Roadmap and Opportunities

5. Going forward IT will:
 - Improve the IT Resilience of the organisation to allow us to work differently and enhance the stability and business continuity capabilities;
 - Provide office automation that provides efficiency savings and enables continued remote working;
 - Enable customers to access more of our services digitally 24x7.
6. There are many technologies that CoL are already investing in and that are on the Digital Services Strategic roadmap for the next 3 years that will enable smarter ways of working and providing our services. These are now summarised.
7. **Office Automation and Virtual Assistants** – Process automation will remove the need for a significant number of repetitive and administrative tasks and back office staff with other areas of the operation such as reception desks security personnel, contact centres and personal assistants all being replaced by integrated systems and virtual assistants (sometimes called chatbots).

8. **Sensors** – Sensors will be deployed around our office to manage intelligent building management systems, determining spaces available in a building, checking staff and visitors in and out of the office, helping us with preventative maintenance. There are many and varied applications. They are already being used in the City with an application linked to disabled parking bays.
9. **Artificial Intelligence (AI) and Machine Learning** – These are tools that will learn how to carry out roles that may today be carried out by professionals such as accountants, lawyers, IT experts. The software is built on rules and can learn roles through scenarios and experience.
10. **Data Analytics** - The combination of sensors and data are improving decision making in areas such as traffic management, tracking air pollution and making more efficient use of infrastructure such as streetlights, alerts on bridges and insights into road and pavement changes.

Wider Financial Benefits of the Digital Roadmap

11. The technologies described above will be critical to enabling the organisation to continue to provide a great service to our customers as we streamline our staffing model. Financial benefits will be enabled through the following.
 - Reducing Operational Costs - Automation software is a better and more intelligent approach to cost containment and reduction. The greatest opportunity is to increase service to the customer while systematically reducing costs. With our staff costs being the most significant the reduction in staff over time with automation of tasks ensures we reduce costs without the reduction in services;
 - Reduction in Running costs – The use of digital solutions and digital infrastructure provides the organisation with more flexible options for office configuration and reducing our physical footprint with less office space being required for the organisation;
 - Increasing Productivity - Office automation enables work to be completed at unsocial hours and 24x7. Automating mundane tasks such as post management ensures more accuracy and staff savings. These savings can be reflected in staff providing more meaningful and added value work or in reducing staff numbers without consequential impacts on service;
 - Optimizing Performance - Every organisation would like to have their enterprise perform to its optimum maturity reducing wastage, duplication and multiple handing of customer information. Automation brings a level of efficiency and effectiveness that improves service and saves money for example the recommended project on integrated self-service forms which leads to more process automation internally and externally.

With the estimated capital spend, it is important to ensure there is a clear focus on benefits realisation to drive out the potential efficiencies. Just as

important is staff training and development to deliver changes to ways of working.

The Digital Personas in Appendix 2 illustrates how the digital roadmap will impact a range of stakeholders who interact with CoL.

Corporate & Strategic Implications

12. Strategic implications – the following Corporate outcomes
 - a. Outcome 2 – sensors deployed around the city will provide insight on air quality and traffic in city. Sensors in homes will allow preventative maintenance on social housing and help frail adults to stay in their homes for longer with support from social services.
 - b. Outcome 9 – The new digital infrastructure, insight and solutions will enable the delivery of a digitally well-connected city.
 - c. Outcome 10 – Enabling new ways of working and different office layouts will inspire enterprise excellence, creativity and collaboration.

13. Resource implications – HR consider it is too early to formalise any future working patterns while the workplace landscape remains unclear due to the ongoing Covid-19 pandemic. In the meantime, HR colleagues are developing and supporting our capacity to work virtually and anticipate that future working patterns will, where possible, include more virtual working and training.

14. Financial implications - The capital programme (subject to project governance) will fund investments, supported by invest to save business cases that enable revenue savings. As an example, according to Gartner, Inc, Finance departments can save their teams up to 25,000 hours of avoidable rework caused by human errors by deploying robotic process automation (RPA) in their financial reporting processes (Note: the benefits for CoL finance would need further work based on the size of the team and volume of transactions). Some examples that illustrate potential financial savings can be found here:
https://transformationnetwork.co.uk/wp-content/uploads/2019/02/Top-10-Robotics-Use-Cases-for-Local-Gov_UIPath-V5.pdf

15. Equalities implications – Giving employees more flexibility in choosing when and where they work can increase gender equality, via two pathways. First, research has long established that remote work can help parents better balance their work and family responsibilities, which makes them less likely to sacrifice one for the other. Second, data collected during the pandemic suggests that working from home may also make both parents more involved.

16. Climate Implications – The use of sensors across the City will help monitor and improve the carbon footprint from vehicle traffic. The use of sensors in our buildings will help us implement intelligent business management systems to control lighting, heat, air conditioning and preventative maintenance.

17. Security Implications – The use of Artificial Intelligence and Machine Learning will automate the altering of security attacks or suspicious activity attacking our IT security defences implementing preventative counter measures 24x7.
18. Risk – Business cases for the investment in the digital solutions provided may not provide the return and benefits expected if ways of working do not change and the resulting efficiencies are not realised.

Conclusion

19. There are significant financial and cultural challenges facing CoL in the next few years resulting from the TOM and the broader landscape of the City as detailed in the report produced last year 'London Recharged: Our Vision for London in 2025'.
<https://www.cityoflondon.gov.uk/supporting-businesses/economic-research/research-publications/london-recharged>
20. There is a compelling set of digital technologies and tools that will enable and support CoL to meet these challenges and new ones unknown.

Appendix 1 – Digital Services Roadmap

Appendix 2 – Digital Personas

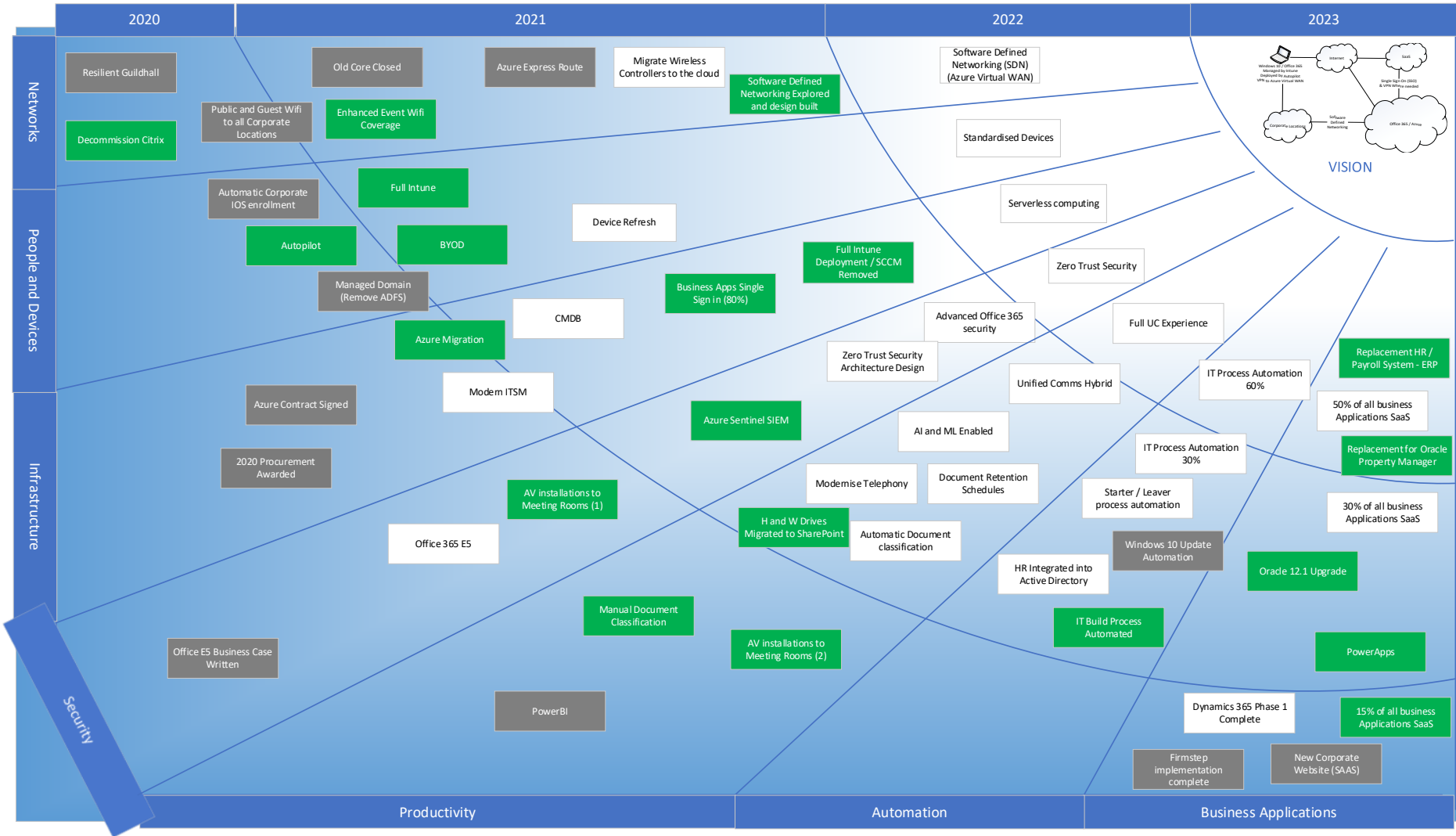
Sean Green

IT Director

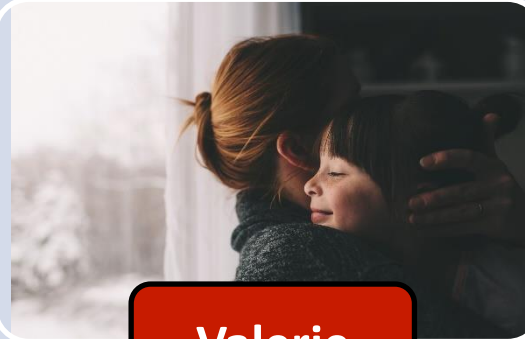
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Appendix 1 – Digital Services Roadmap



Appendix 2 – Digital Personas



Valerie

Estate Resident - making the most of living in Golden Lane

- CoL's **Engagement** with my community as a group and as individuals has helped us understand, shape and take part in much-needed local change
- As a foster mum, I try to make a positive change in the lives of the children in my care, helped by CoL's **Co-ordination** of the support I need from various parties
- CoL's **Reach** means I get timely contact, on-screen and in-person, with people who care and are equipped to help both practically and emotionally



Joseph

Delicatessen Owner - building a business in Eastcheap

- CoL's **Co-ordination** of information, inputs and approvals lets me self-serve for most of my CoL needs, while their **Reach** lets me do that when it suits me
- While I compete with other businesses in my area, CoL has made collective **Engagement** easier for us so that we can deal with common issues together
- CoL helps me develop my business by sharing easily-digestible **Insight** into the local impact of demographics, economy, technology, etc.



Maarten

Global Law Firm Partner - might keep major office in Broadgate

- Proactive **Engagement** by CoL is persuading my firm to retain a major presence in the City to serve EU clients despite Brexit
- We are impressed by CoL's world-class business services and regulation, which show levels of **Co-ordination** and **Insight** that bode well for the future
- While deciding whether to keep the City as a key office location, we have been able to access CoL experts and decision-makers as needed thanks to their **Reach**



Abdul

Corporation Frontline Officer - finding a good work-life balance

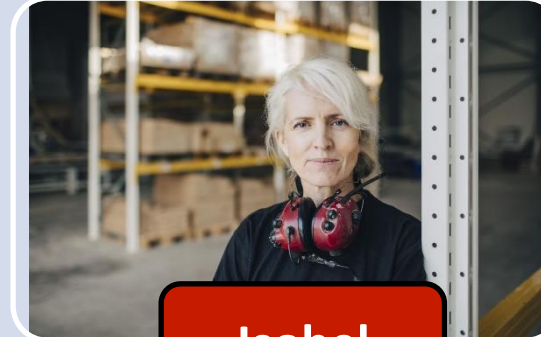
- The **Reach** of easy video calling and text chat keeps me feeling close to my team when we are working physically apart
- **Automation** frees me from routine tasks that used to take up so much of my time while using so few of my skills
- I make the most of visits to customers by using **Co-ordination** tools to be an ambassador and instigator for all the services relevant to them
- **Insight** and **Engagement** let me identify ways to improve services and myself and track progress in both



Cathy

Corporation Manager - getting the right results from everyone

- Our mutual **Reach** means that I can get my staff out of the office more to be productive in the field or at home
- The performance **Insight** I get from business intelligence dashboards allows me to focus my improvement efforts where they are most needed
- **Co-ordination** tools allow me to get more value for money from disparate service providers working together, e.g. staff, partners, commercial suppliers
- As a leader, **Engagement** tools help me listen to, inspire and support people



Isobel

Corporation Member - shaping and sharing the big picture

- **Engagement** tools help me to grasp my constituents' concerns better and to let them know what I am doing for them
- The **Insight** I get on CoL spending, progress and value for money helps me challenge and support initiatives better
- My **Reach** via videoconferencing and documents shared online allows me to participate effectively in committee meetings from wherever I am
- **Co-ordination** with others on reports, cases, etc. before and after meetings makes the most of my time in meetings