



CSIL AI Symposium

LCBE

24 August 2026
CSIR ICC



science, technology
& innovation

Department:
Science, Technology and Innovation
REPUBLIC OF SOUTH AFRICA

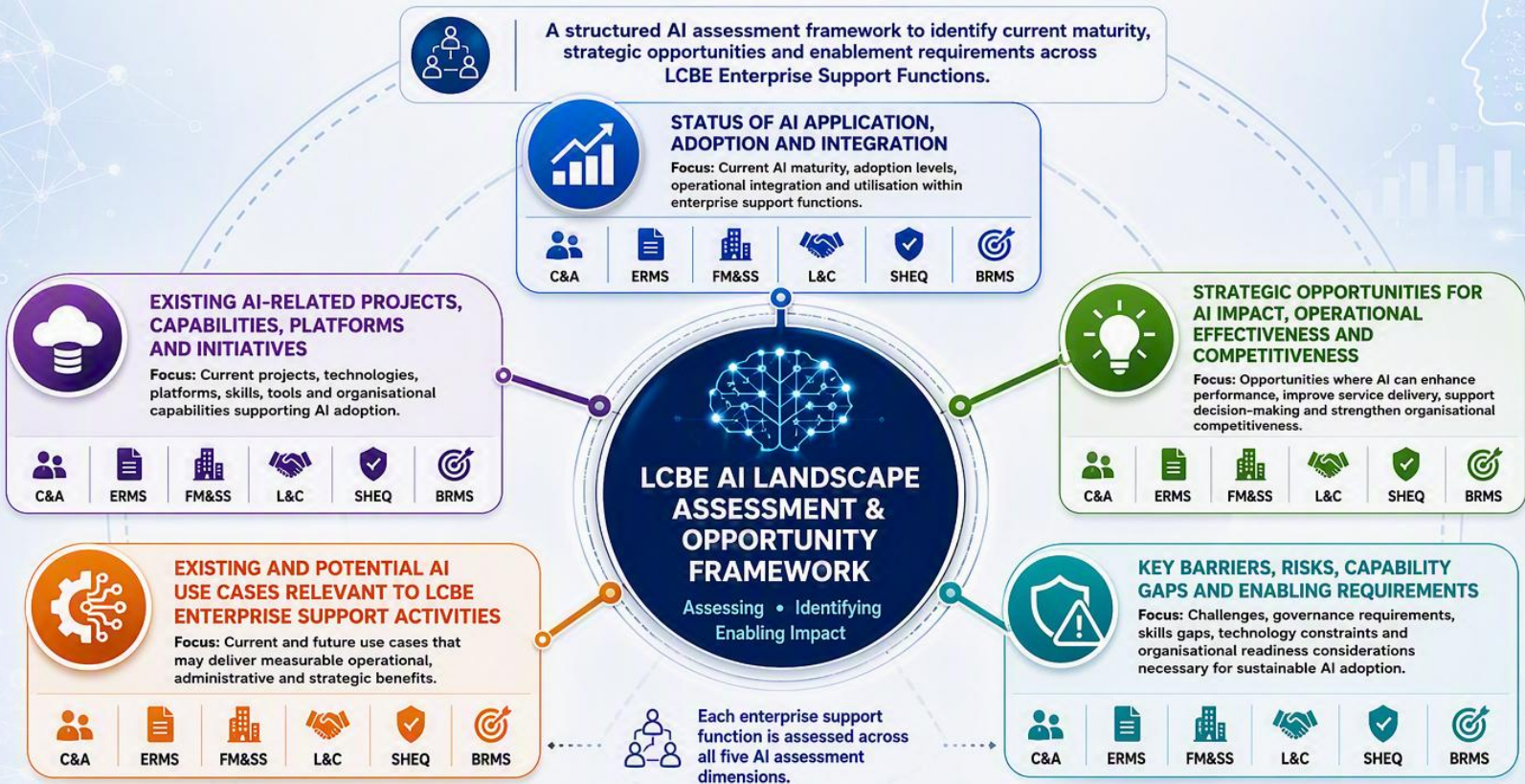


CSIR
Touching lives through innovation

Overview

LCBE AI Assessment & Opportunity Framework

A structured review of AI adoption, capabilities, opportunities, use cases and enablement requirements across LCBE Enterprise Support Functions



ONE COMPREHENSIVE REVIEW • SIX ENTERPRISE SUPPORT FUNCTIONS • FIVE AI ASSESSMENT DIMENSIONS



Each support function is assessed across all five dimensions.



Integrated insights drive strategic decision-making.



Enabling AI to create measurable value, efficiency and resilience.



Building the foundation for responsible, scalable and future-ready AI.

The story in one view

A simple progression from current fragmented use to practical, controlled implementation.

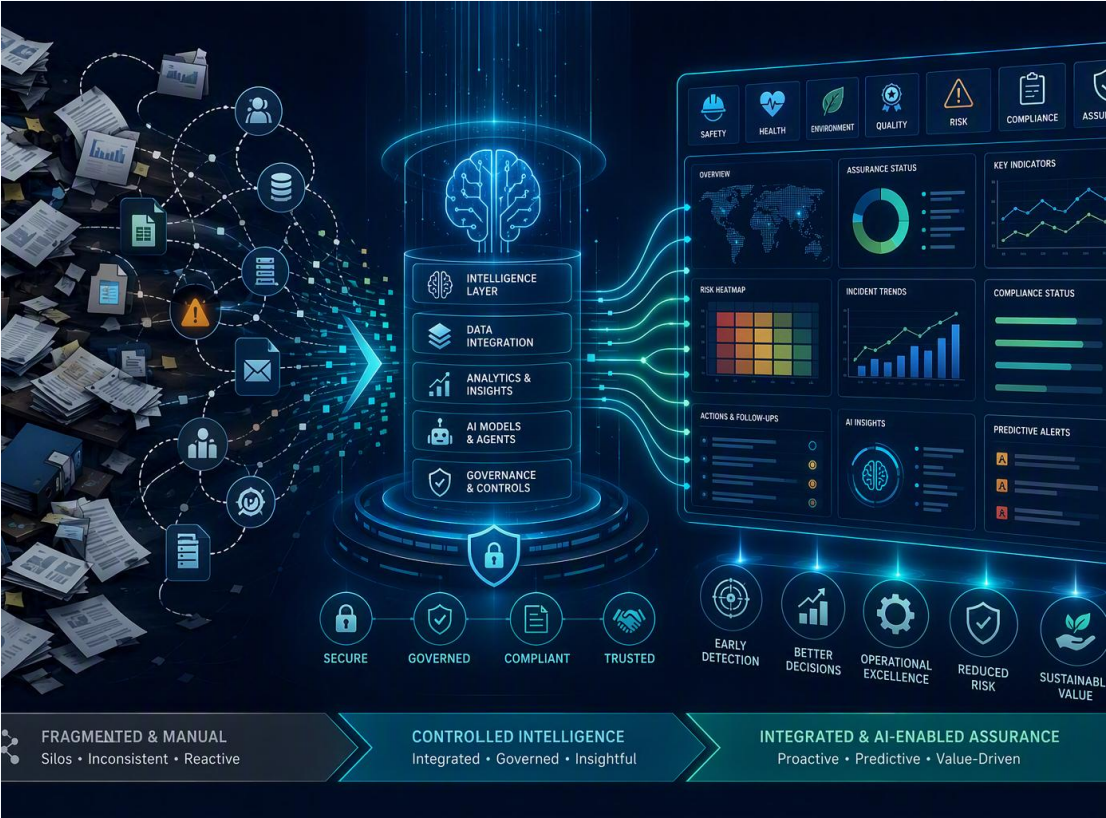
- NOW

Informal and uneven use
- VALUE

Assurance, service and insight
- NEXT

Examples translated into bounded pilots
- ENABLE

People, data, tools and governance



“What would this look like in day-to-day work?”

Consolidated view | Where the six departments stand today

One pattern across the portfolio: informal individual use today, the same predictive-intelligence ambition tomorrow.

MATURITY TODAY

- Level 1 to emerging use across all six groups
- Drafting, summaries, reporting and meeting notes dominate
- Little portfolio-wide integration

SHARED AMBITION

- Move from reactive and periodic to continuous and predictive
- Integrated risk, compliance and operational dashboards
- Automation with human review retained

CONSOLIDATED VALUE

- Faster response and reporting across services
- Earlier risk signals and stronger assurance
- Less manual consolidation effort

C&A

Level 2 | AI strategy and 3-year roadmap

ERMS

Level 2 | Rudimentary use, target strategy defined

FM&SS

Emerging | Informal use, data spread across systems

L&C

Emerging | Growing Copilot use, uneven by team

SHEQ

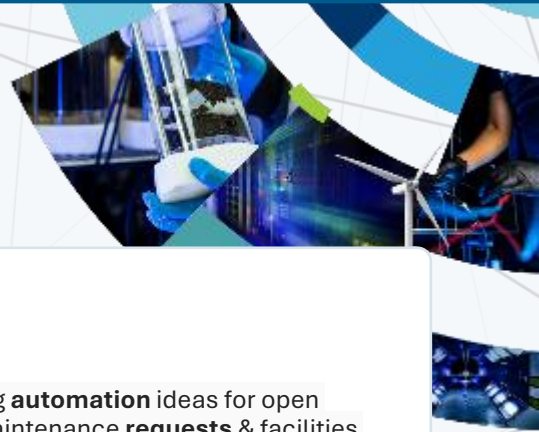
Level 1 | Two licences, XGRC analytics piloting

BRMS

Emerging | Selective use, strong governance base

Consolidated position: six departments, one maturity pattern and one common enablement need.

Existing initiatives — the more mature footholds



C&A

Full AI-supported group strategy plus a **three-year implementation roadmap**, positioned as a business transformation programme



ERMS

An articulated target strategy (governance, risk intelligence, augmented operations, assurance, skills).



FM&SS

Exploring **automation** ideas for open calls, maintenance **requests** & facilities reporting



L&C

Approved tools identified, guidance and training in development, CLM and agent use cases under investigation



SHEQ

XGRC analytics and a Co-pilot Performance scorecard-builder agent at pilot MAIA – Pilot stage XGRC ver5



BRMS

Knowledge and Assurance Assistant already developed

Consolidated benefit: Stronger Assurance, Enhanced service responsiveness and insights

What should be Prioritised



C&A

**Customer Concierge | Faster
response and conversion**



ERMS

**Risk-register intelligence |
Earlier escalation**



FM&SS

**Open Calls monitoring |
Proactive infrastructure**



L&C

**Contract and request triage |
Expert time released**



SHEQ

**Incident and audit intelligence
| Audit readiness**



BRMS

**BIA and evidence checks |
Earlier warning**

Consolidated benefit: Stronger Assurance, Enhanced service responsiveness and insights

Shared barriers and the enablement needed

The blockers reported by every department are near-identical, so the response should be solved at portfolio level.

ACCESS & TOOLS

- Uneven Copilot licences and cost concerns
- Appropriate access for all roles

DATA & INTEGRATION

- Fragmented logs, registers, email and SharePoint
- Incomplete metadata and data quality gaps / completeness

GOVERNANCE & CONFIDENTIALITY

- Undefined approved use cases and guardrails
- Sensitive, privileged and security data exposure

SKILLS & TRUST

- Training and confidence, nobody left behind
- Trust in outputs, human review mandatory

1 Confirm the owner

2 Validate data and controls

3 Pilot the example

4 Measure and scale

Consolidated enablement: fix access, data, governance and skills once, then scale the six pilots on a common base.

What must be in place to enable the future examples

The examples only become credible when the enabling foundation is explicit.

PEOPLE

- Role-based Copilot training
- AI champions and process owners

DATA

- Trusted source records
- Quality, ownership and metadata

TOOLS

- Appropriate Copilot access
- Integration and engineering support

GOVERNANCE

- Approved use-case boundaries
- Human review and audit trails

1 Confirm the owner

2 Validate data and controls

3 Pilot the example

4 Measure and scale

LCBE proposition: use concrete examples to enable safely, start practically and scale what works.

Thank you



AI Assessment LCBE overall

Status of AI application, adoption & integration

- Primarily level 2 or 3 adoption – casual use without specific guidelines and reliance on CSIR level guardrails

Existing AI-related projects, capabilities, platforms & initiatives

- Report writing
- Email writing
- Meeting notes summaries
- Presentations
- Little evidence of portfolio wide integration use

Strategic opportunities to leverage AI for impact

- AI Governance and Assurance Model
- Multiple strategic opportunities across LCBE – described per individual section
- Integrated Assurance and Operational Intelligence Dashboard

Existing & potential AI use cases for enterprise support activities

- Workflow integration for ease of customer use and visibility
- Dashboard management
- AI is a valuable resource to fill the gap of manpower resource deficiencies
- AI can be a game changer for efficiency in LCBE

Key barriers, risks, capability gaps & enabling requirements

- Access to appropriate tools for all
- Sensitive data compromise
- Training and uptake of AI tools is essential – nobody can be left behind
- Systems integration for maximum benefit



AI Assessment C&A

Status of AI application, adoption & integration

- Probably a level 2
- AI used for basic office uses, within the parameters of the CSIR guardrails, but no localised operating rules.
- The business is however on the verge of launching game changing AI developments

Existing AI-related projects, capabilities, platforms & initiatives

- AI has been used to put together an entire AI supported strategy for the group – everything from sales and customer experience to daily operations and HC management
- A three-Year Implementation Roadmap

Strategic opportunities to leverage AI for impact

- Positioning AI as a business transformation programme aimed at increasing revenue, reducing operational costs, improving customer experience, enhancing staff productivity, and strengthening CSIR ICC's competitive position

Existing & potential AI use cases for enterprise support activities

- AI Customer Concierge
- AI-Enhanced Events

Key barriers, risks, capability gaps & enabling requirements

- The C&A AI discussions highlighted the need for guardrails, training and standardisation

AI Assessment ERMS

Status of AI application, adoption & integration

- One or two members of the team have attended basic training and utilise AI tools at rudimentary level

Existing AI-related projects, capabilities, platforms & initiatives

- Report writing
- Data analysis
- Meeting summaries
- Presentations

Strategic opportunities to leverage AI for impact

- Ideal AI strategy for ERMS:
 - AI Governance
 - AI powered risk intelligence
 - AI augmented risk operations
 - AI driven assurance & monitoring
 - AI skills and culture

Existing & potential AI use cases for enterprise support activities

- AI-Enabled ERM
- Continuous risk sensing
 - Dynamic risk registers
 - Automated reporting
 - Predictive risk analytics
 - Risk appetite monitoring

Key enabling requirements

- ideal ERM AI strategy is to move from a compliance-focused, periodic risk function to a continuously sensing, predictive, intelligence-driven risk function while maintaining strong governance, transparency, and human accountability. This direction is consistent with both your ERMS strategic documents and leading ERM frameworks such as COSO ERM, ISO 31000, and NIST AI RMF.

AI Assessment FM&SS

Status of AI application, adoption & integration

- Limited informal use, with growing interest & isolated use of AI-enabled productivity tools
- Team is beginning to use AI-enabled productivity tools
- Current use is mostly informal & focused on improving document drafting, report preparation, meeting summaries, email responses & operational analysis

Existing AI-related projects, capabilities, platforms & initiatives

- Staff use AI mainly for drafting & improving emails, summarising information, structuring reports, developing action registers, analysing trends in spreadsheets, preparing meeting notes, refining risk language, improving presentation content & exploring automation ideas for open calls, maintenance requests & facilities reporting

Strategic opportunities to leverage AI for impact

- The fundamental redesign of the end-to-end facilities service request, maintenance & operational assurance process. With trusted AI, clean data & approved tools, this service could move from a largely reactive, manually coordinated model to an integrated, AI-enabled operating model that automatically captures & classifies service requests, routes work to the correct responsible area, monitors open calls, detects repeat faults, flags overdue or high-risk items, drafts follow-up reminders and produces management-ready service-performance insights

Existing & potential AI use cases for enterprise support activities

- A practical 3-to-6-month pilot would be an FM&SS Open Calls Monitoring Agent that reads approved call-log data, categorises requests, identifies overdue items, flags repeated faults, drafts follow-up reminders, produces weekly summaries and highlights high-risk operational items for management review
- Predictive infrastructure management

Key barriers, risks, capability gaps & enabling requirements

- Data access & data quality
- Integration between call logs, email, SharePoint, Excel, asset registers & reporting
- Skills & confidence in using AI responsibly
- Policy uncertainty & governance requirements
- Risk concerns relating to confidential, security-sensitive, contractor & safety information
- Budget & technology enablement
- Trust in AI outputs & lack of fully defined use cases



AI Assessment L&C

Status of AI application, adoption & integration

- Legal Services is already using AI-enabled tools on a limited but growing basis, primarily through Microsoft Copilot, Copilot Chat, AI-assisted document drafting, summarisation, meeting preparation, reporting support & knowledge assistance

Existing AI-related projects, capabilities, platforms & initiatives

- Approved AI tools have been identified, guidance & training programmes are being developed, & staff are being encouraged to use AI responsibly within established governance & confidentiality boundaries
- The function is also actively investigating more advanced applications, including AI-supported contract lifecycle management, workflow automation, legal knowledge management, compliance monitoring, management reporting, AI agents and decision-support capabilities

Strategic opportunities to leverage AI for impact

- Reporting and risk assessments could become more predictive rather than reactive – especially as regards IFWE?
- Decisions could be improved through AI analytics

Existing & potential AI use cases for enterprise support activities

- AI could assist to create an integrated risk, compliance & operational intelligence dashboard
- AI could assist to automate request triage, provide self-service access to knowledge, improve response times & increase transparency regarding the status of requests, this would allow L&C professionals to focus more on complex advisory work

Key barriers, risks, capability gaps & enabling requirements

Current adoption appears constrained by several factors, including:

- data quality & accessibility
- integration challenges across systems
- uncertainty around governance & approved use cases
- concerns regarding confidentiality & privileged information
- varying levels of AI skills & confidence among staff

Human review & professional judgement remain essential, particularly for legal advice, contractual decisions & other high-risk activities

AI Assessment SHEQ

Status of AI application, adoption & integration

- Assessed as ad-hoc level one use
- Two people only in SHEQ team have CoPilot licence

Existing AI-related projects, capabilities, platforms & initiatives

- Current use is for meeting summaries, generating meeting minutes, report writing
- AI within the updated XGRC tool allows for analytics
- Agent use – development of scorecard builder
- Use of AI learning module for team development

Strategic opportunities to leverage AI for impact

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Existing & potential AI use cases for enterprise support activities

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Key barriers, risks, capability gaps & enabling requirements

- Licence availability & cost
- Data inaccuracies



AI Assessment Business Resilience



Status of AI application, adoption & integration

- Adoption is emerging & selective
- Strong readiness foundations exist but no deep technical AI capability
- Maturity level is moderate & informal & reliance is on existing CSIR IT governance controls
- AI primarily used in support of governance: global best practice research and assessments, gap analysis, document/report writing, template development etc.

Existing AI-related projects, capabilities, platforms & initiatives

- CoPilot used extensively
- Policy/framework/operational implementation alignment and development
- Initial BRMS Knowledge and Assurance Assistant developed

Strategic opportunities to leverage AI for impact

- AI will transform the BRMS assurance & reporting service from a manually consolidated, document-heavy process into an integrated, evidence-driven resilience intelligence capability:
 - AI analytics & scenario analysis for improved early warning, decisions & integrated risk management
 - Integrated resilience intelligence platform & predictive resilience analytics
 - Enterprise assurance integration
 - AI-enabled operational intelligence

Existing & potential AI use cases for enterprise support activities

- AI could assist with repetitive & rules-based workflows such as BIA submission checks, resilience-risk register quality review, policy cross-referencing, evidence-pack indexing, training & capability development, annual review reminders, dashboards & audit-document readiness checks

Key barriers, risks, capability gaps & enabling requirements

- Barriers: fragmented data access & systems integration
- Data challenges – incomplete metadata
- Critical risks – outdated guidance, exposure of sensitive material, human review must remain mandatory to maintain integrity of the BRMS

Thank you

