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MAYOR OF LONDON



DFL DATA FOR LONDON

Recommendations from the London Data Commission

Developed in partnership with



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The analysis and conclusions contained in this report are those of London First and no endorsement should be inferred from any one individual or organisation referred to in these acknowledgements.

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# Foreword

For many years London has been a leader in publishing city data, and in making it widely available. Transport for London's (TfL's) live transport data stimulated the creation of apps and tools that made it easier for Londoners and visitors to navigate the city's transport network.

Mayor Sadiq Khan's bold ambition to make London, 'the smartest city in the world' is the right one, but the world is moving fast, and we are now creating more data than ever before. Much of that data sits behind corporate walls, and 90% is never looked at again.

There is growing recognition that to help address London's most pressing challenges, the city needs to make better use of the vast amounts of data and analysis held by businesses. Leaders in the public and private sectors are resolved to find new ways of working together, and the London Data Commission is a major step in this process.



**Theo Blackwell MBE**  
Chief Digital Officer  
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The UK Government's impending National Data Strategy, led by Department for Digital, Culture, Media and Sport (DCMS), will establish a country-wide vision for the UK to be a leading data-led economy, by maximising our opportunities to promote responsible growth through innovation in data-led solutions. The London Data Commission's recommendations provide the initial but essential milestones for London to be a leading city on this journey.

Our work over the past nine months has been defined by a genuinely collaborative approach with business and London's government. Together, working hand in hand on a new ecosystem that can help unlock the increasing potential of data to transform London and improve the lives of all of us who get to experience the brilliance and innovation of this city every day.

# Harnessing a history of leadership to re-imagine London's data future

Twenty years ago, London faced the question of how best to organise its public transport. The creation of a new organisation, Transport for London (TfL), provided the answer, delivering an integrated network to support the capital's growth. Today, London faces a similarly complex question - how to make the best use of data for the benefit of the city and its people.

Some businesses are already harnessing data and using new technologies such as artificial intelligence to make better decisions and improve efficiency. Increasingly, data is being used to help tackle some of the world's most pressing societal challenges. From climate change to education, and more recently the COVID-19 pandemic, data is playing an increasingly critical role. Accurate reliable data and reporting and challenge assumptions and highlight the effectiveness of specific policy measures, while also showing how successes can be replicated.

The world is moving fast, and is now creating more data in a single day than existed up to the year 2000. Much of this data sits behind corporate walls or within layers of government, and 90% of it is never mined for insight and understanding. The London Data Commission was established with the aim of creating a new data ecosystem – a framework to bring together all parts of the London's government with the private sector, to make better use of the anonymised data that currently exists by creating insights that help make London a better place to live, work and do business.

In undertaking this work London First, together with Oliver Wyman Forum, Arup and Microsoft, are building on a strong foundation of public sector data innovation in London. The London Data Store, the city's first open data platform, is the home of TfL's open transport data, which has led to the creation of hundreds of apps that improve how Londoners and visitors navigate the city. The London Office of Technology and Innovation (LOTI) has promoted better collaboration between local authorities with an interactive dashboard that helps drive efficiencies in local government procurement. Guiding this work is the Smarter London Together roadmap, sets out the Mayor's ambitious plan to make London 'the smartest city in the world'.

Despite the successes, more often than not, much of the data London needs remains inaccessible. Yet it is becoming increasingly clear that no individual organisation has all the information necessary to solve complex issues. Analysing aggregated city-wide data sets can provide valuable insights that lead to better policy making. To fully realise the benefits of data, London needs to develop the ability to share data across organizational boundaries in a way that is secure and respects privacy.

The London Data Commission aimed to find new ways to bring the public and private sectors together to unlock the data currently available in London and support the creation of an internationally leading city data framework. The London Data Commission has championed these core aims and explored practical data-led solutions across four 'first wave' pilots, which closely map to London First's business priorities for London: People, Place, Connectivity and Competitiveness. Accurate data has a critical role in dealing with COVID-19 and in supporting the recovery, making the work of the London Data Commission timely and urgent.

Just as TfL created an integrated transport network that provided the impetus for the capital's success in the twenty-first century, what is needed now is a new way of thinking about data as a vital infrastructure asset.

It is time to create **Data for London** with a new **London Data Board** at its core.



**Isabel Dedring**  
Global Transport Leader  
Arup



**John Romeo**  
Managing Partner  
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**Data for London** is a proposed new data ecosystem for London - a framework to manage London's data and bring together all parts of London's government and the private sector. The goal is to promote collaboration and data-sharing to generate insights that will lead to better policy decision-making, and have a positive impact on the lives of Londoners.

Data for London will have four key pillars:

 <b>Leadership</b> Convene a <b>London Data Board</b> to provide leadership and drive the Data for London key pillars	 <b>Responsibility</b> Establish the first <b>London Data Charter</b>	 <b>Innovation</b> Launch <b>Data Innovation Challenges</b> that help solve the capital's biggest issues	 <b>Collaboration</b> Find <b>new ways to collaborate with others</b> , both in London and with cities nationally and internationally
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It has four aims:

<b>Deliver data driven insights</b> Boosting the use of data currently available in London and supporting the creation of an <b>internationally leading city data platform</b> to bring together anonymised data from the public, private and third sector to deliver clearer insights into the city's challenges	<b>Build trust</b> Safeguarding the anonymity and security of data from individuals, businesses and groups via a London Data Charter that helps maintain the <b>highest standards of data management</b> and transparency	<b>Harness new technologies</b> Promoting the use cases and <b>testing of new data technologies</b> such as 5G, artificial intelligence, the Internet of Things (IoT), digital twinning, blockchain and analytics, and helping ensure these innovations benefit all Londoners	<b>Be a strong coherent voice</b> Providing a strong and coherent voice for London in <b>discussions with government and other cities</b> about how the city can benefit from the use of its data
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The **London Data Commission** has championed these core aims and explored four first wave practical data-led solutions, which closely map to London First's business priorities for London

<b>People</b>  Identifying drivers of <b>digital inclusion</b> to enable COVID-19 recovery in London	<b>Connectivity</b>  Developing insights into our future infrastructure needs to support the rapid uptake of <b>electric vehicles</b>
<b>Place</b>  Creating smarter neighbourhoods that use data to unlock local <b>social and economic opportunities</b>	<b>Competitiveness</b>  Unlocking data-led solutions to the key challenges facing London as it recovers from <b>COVID-19</b> – including improving its resilience to future threats

# Bringing London together to find new ways to unlock data

The London Data Commission brought together business leaders, key figures in the governments of both the UK and London, as well as third-sector representatives, economists and data experts, to explore how to improve public private data-sharing. Our aim was to work in collaboration and transparently, sharing insights and findings along the way via blogs, articles and a dedicated website.

## A collaborative approach

Consultation with stakeholders took place in a range of formats, notably a series of workshops and digital meetings, individual interviews, and smaller working groups to deliver a series of data pilots. The work was steered by a project team of delivery partners: London First, Arup, Microsoft and Oliver Wyman Forum and we worked closely with the Chief Digital Officer for London, Theo Blackwell and his team, as well other key parts of London's government including the LOTI and TfL.

This consultation process was designed to ensure the proposed **Data for London** framework benefited from qualitative input from experts, not least from the public sector leaders who will ultimately need to deliver against the priorities identified.

## Our key learnings

From the outset the London Data Commission focused on the key challenges facing London where sharing of currently available data could make a positive contribution to policy decision-making or public service delivery. Skills, sustainable transport and place-making were identified as key areas.

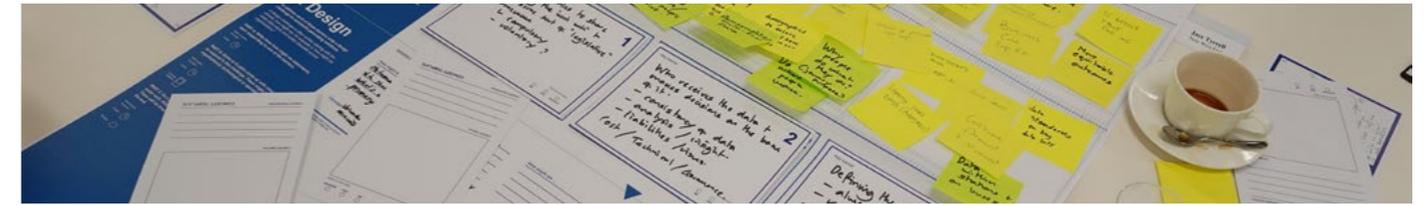
COVID-19 stimulated further debate on the critical role of city-wide data. These key challenges mapped closely to London First's business priorities for London: People, Place, Connectivity and Competitiveness.

The London Data Commission also mapped the opportunities, risks and barriers to data-sharing and considered the legal and regulatory implications, as well as the ethical and privacy considerations concerning the sharing of data relating to individuals and groups. There was significant goodwill in the private sector towards sharing data, particularly where it achieved corporate social responsibility objectives, but equally commercial sensitivities and concerns around competitive advantage were important considerations.

Over the course of the London Data Commission's work, clear lessons emerged about how data-led projects can succeed. We found the greatest appetite for collaboration, both between private organisations (private to private) and with public institutions (public and private) was when:

- Data contributes to developing practical and scalable solutions which make a difference on the ground.
- Solutions centred on citizens' universal needs, like public health, education or public transport.
- Projects closely aligned to corporate social responsibility objectives.

These learnings helped shape the core aims and pillars of the **Data for London** framework and informed the selection of the topics best suited to undertake a



series of data pilots in digital skills provision, electric vehicle infrastructure and barriers to creating smart neighbourhoods. During March, we pivoted to address the COVID-19 crisis, by supporting the GLA and Alan Turing Institute's project to heat-map the busyness of the capital's streets and districts, using a range of indicators to help better plan for the easing of lockdown and recovery.

## An ongoing conversation

Our work has been a genuine process of collaboration and co-creation and we are encouraged by the support

and enthusiasm of City Hall. London First will continue the work of the London Data Commission by working with London's government to convene the **London Data Board**, which will provide the necessary leadership to boost the use of data currently available in London and develop the **London Data Charter**. Working with our partners we will continue to progress the data pilots towards proving the projects work and can deliver key data insights that will help Londoners. Over time we expect the London Data Board to evolve the pilots into the proposed annual **Data Innovation Challenges** and other data collaboration efforts.

## What we were interested in understanding

## What we found

What are the specific challenges that London is facing that can be effectively addressed by currently available data?

Skills, sustainable transport and place-making were identified as critical areas. COVID-19 stimulated further debate on the critical role of city-wide data. These key challenges mapped closely to London First's business priorities for London: people, place, connectivity and competitiveness.

What are the incentives for private sector organisations to share and open their data, and what are the barriers that prevent this happening now?

While we found evidence of significant goodwill in the private sector towards sharing data, particularly where it achieved corporate social responsibility objectives, equally commercially sensitive and competitive advantages were important considerations in their willingness to engage.

How can the London Data Commission, and the data that our members hold, best support London's COVID-19 response and recovery?

The Commission identified a number of private sector data sets which could add to the richness of the GLA and the Alan Turing Institute's 'busyness' modelling. In July it brought together data owners from a wide range of sectors to explore how they might contribute their data to the project.

How can the Mayor and the GLA build on the legacy of data innovation in London

It is time to create **Data for London**. A framework to bring together all parts of London's government and the private sector to promote data-sharing to generate insights that lead to better policy decision making.

# Building a digital capital to help tackle London's biggest challenges

Summary of the London Data Commission recommendations

London is not making the best use of data currently available



London has been a leader in publishing city data, and in making it widely available.



The world is moving fast, and is now creating more data in a single day than existed up to the year 2000.



Much of the data about London is fragmented across the public institutions and inaccessible behind corporate walls.



90%+  
Is never looked at again

Good data assesses the effectiveness of the existing policies and challenges assumptions, while showing how successes can be replicated. To unlock the potential of data in London we created the London Data Commission.



## London Data Commission

Brought the public and private sector together to unlock the data currently available in London and support the creation of an internationally-leading city data framework - Data for London.

The Data Commission found strong evidence of significant goodwill in the private sector towards sharing data, particularly where it achieved corporate social responsibility objectives.

Skills, sustainable transport and place-making were identified as critical areas. COVID-19 stimulated further debate on the critical role of city-wide data.

These key challenges mapped closely to London First's business priorities for London: People, Place, Connectivity and Competitiveness.



Data for London would be a new data ecosystem for London - a framework that will create a shared approach to data and bring together all parts of the capital's government and the private sector. The goal is to promote collaboration and data-sharing to generate insights that will lead to better policy decision-making, improving the lives of Londoners.



### Data for London Board

Providing the core leadership needed to boost the use of data currently available in London to deliver clearer insights into the city's challenges



### London Data Charter

Safeguarding the anonymity and security of data from individuals with the highest standards of data management and transparency



### Data Innovation Challenges

Promoting the use cases and testing of new data technologies such as 5G, artificial intelligence, and helping ensure these innovations benefit all Londoners



### City Collaboration

Providing a strong and coherent voice for London in discussions with government and other cities

The London Data Commission explored practical data-led solutions, which closely map to London First's business priorities for London.



### People

Identifying drivers of and digital inclusion to enable COVID-19 recovery in London



### Place

Creating smarter neighbourhoods that use data to unlock local social and economic opportunities



### Connectivity

Supporting plans for EV charging infrastructure



### Competitiveness

Achieving a more accurate understanding of how the capital is responding to COVID-19





## Data for London | Key Responsibilities

# Convene a London Data Board to drive progress

Responsibility for data sits across several layers of London's government, making leadership and accountability difficult. In addition, there is insufficient engagement by the private sector in city-wide data-sharing to solve the capital's challenges. The spirit of the London Data Commission, which brought together public, private and third sector organisations, now needs to be reflected in the governance of data in London.

The **London Data Board** will convene London's government, the private sector, academic and research institutions and the third sector, and will provide the core leadership of the Data for London framework.

The London Data Board will have four core aims:

- 1. Deliver data-driven insights:** Boosting the use of data currently available in London and supporting the creation of an internationally leading city data platform to bring together anonymised data from the public, private and third sector to deliver clearer insights into the city's challenges.
- 2. Build trust:** Safeguarding the anonymity and security of data from individuals, businesses and groups via a London Data Charter that helps maintain the highest standards of data management and transparency.
- 3. Harness new technologies:** Promoting the use cases and testing of new data technologies such as 5G, artificial intelligence, the Internet of Things (IoT), digital twinning, blockchain and analytics, and helping ensure these innovations benefit all Londoners.

- 4. Be a strong coherent voice:** Providing a voice for London in discussions with government and other cities about how cities can benefit from the use of their data.

The London Data Board will have oversight of the London Datastore and will support its development as a critical asset for the capital. It will also provide a forum to explore the impact of disruptive innovation.

### Why do we need this?

The London Data Board will help create a data-led approach to meeting London's challenges to deliver more targeted interventions and better allocation of resources both citywide and locally.

### How do we make it happen?

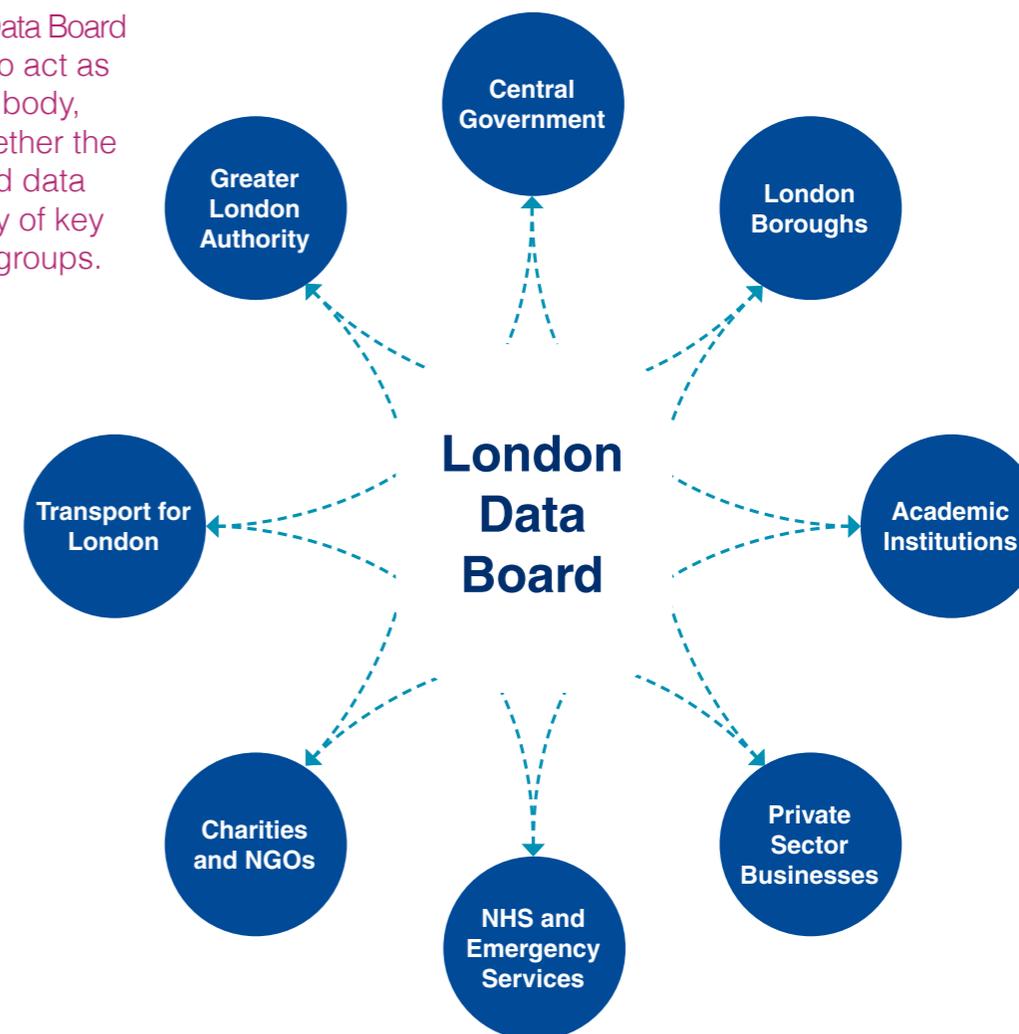
The London Data Board is an evolution of the Smart London Board. It would be held accountable to Londoners by the London Assembly.

It would be chaired by the Chief Digital Officer for London, and co-chaired by a senior business leader capable of speaking to the general business interests of London. We suggest London First is the co-chair, with the ability to appoint a senior business leader to the role with the relevant experience and expertise.

The London Data Board should remain compact to ensure efficient operations and include the Director of LOTI and relevant central government representatives as well as individuals and organisations across private, public and NGO sectors with strong experience in data-sharing and analysis.



The London Data Board will be able to act as a convening body, bringing together the expertise and data from a variety of key stakeholder groups.



LEADERSHIP



## Data for London | Key Responsibilities

# Establish the first **London Data Charter** to guide organisations in how they share data

The spirit of the London Data Commission is to galvanise the private sector to embark on data-sharing collaborations, but we recognise these can be complex and time consuming. We propose that the London Data Board establish a **London Data Charter**, to serve two purposes:

1. To create commitment from signatories to be a part of London's data ecosystem, by opening and sharing their data.
2. To define the collaboration and data-sharing principles for public and private sector organisations in London.

The London Data Charter would be a statement of intent that organisations, both public and private, can adopt to show their commitment to open data and data-sharing to solve London's biggest challenges.

We envisage the London Data Charter as a one page document that:

1. Articulates its objective and scope.
2. Explains the commitment a signee undertakes.
3. Defines data-sharing and collaboration principles.

### Why do we need this?

The London Data Charter will both improve cooperation among data owners and encourage new data-sharing initiatives as well as create more efficiency in data collection and sharing. This will result in more innovative data-led approaches to solving London's toughest challenges, undertaken in a way that safeguard's their security and privacy to the highest standards.

Put simply, this will ultimately help London's government to function more effectively and efficiently, and provide better outcomes for its citizens.

### How do we make it happen?

Once created the **London Data Board** will consult widely to agree the statement of intent and data-sharing principles that signatories would be willing to adopt. Key elements of the London Data Charter are outlined overleaf.



## The London Data Charter

To be adopted by **public and private organisations** to participate in data and insights sharing.

### Statement of intent

#### Objective

Establish commitment to sharing aggregated and anonymised data in line with the data-sharing principles to generate insights that solve the critical challenges facing London

#### Suggested responsibilities

- Ensure accountability by creating a dedicated organisational role to manage data-sharing and collaboration
- Develop an organisational action plan to review and monitor delivery on a regular basis
- Support data-sharing collaboration initiated by **London Data Board**

### Data-sharing principles



#### Deliver Benefit for Londoners

Strive to resolve important societal challenges and deliver useful insights value to that will help citizens of London



#### Drive Innovation

Support London to create an environment that allows data innovation to thrive



#### Protect Privacy

Ensure personal information is protected when sharing and collaborating



#### Share Learnings with Others

Disclose learnings from collaboration to enable continuous improvement and better data-sharing



#### Create Scalable and Sustainable Solutions

Aim to develop long term solutions that can scale up or down to suit different contexts, making data initiatives reusable and ongoing where realistic



#### Be as Open as Possible

Make insights and, where feasible, data from collaborative initiatives as open as possible



## Data for London | Key Responsibilities

# Launch Data Innovation Challenges that help solve our biggest issues

Recognising the advances in the application of data and smart technologies in 2018 the Mayor of London launched annual Civic Innovation Challenges. Designed to make London a global test bed for civic innovation, the challenges encourage start-ups to collaborate with leading corporates and public organisations to tackle some of London's most pressing problems. Several challenges have been run looking at a range of areas from active travel to tackling loneliness.

We propose that this programme evolves into annual **London Data Innovation Challenges** overseen by the **London Data Board**. These will be a series of series of annual data-sharing pilots that draw on data sets from public and private organisations in London to solve city-wide challenges.

### Why do we need this?

The Data Innovation Challenges will follow the practical approach of the Mayor's Civic Innovations. The challenge programmes encourage collaboration between the public and private sector to test solutions in the field. Ultimately the goal is to find new and better ways of delivering public services.

The Mayor's London Recovery Board, setup to respond to COVID-19, has recently announced a set of missions to guide the program. The London Data Commission's data-sharing pilots map closely to the objectives of the Recovery Board missions: for example, the Digital Skills pilot is aligned with the mission of Digital Access for All, the EV charging infrastructure pilot falls under the Green New Deal mission, and the Digital Neighbourhood pilot is aligned with 15-minute Cities.

### How do we make it happen?

The London Data Commission has started four data-sharing pilots to demonstrate the value of private and public sector collaboration: digital skills provision, electric vehicle infrastructure, overcoming barriers to creating smart neighbourhoods, and supporting the GLA/Alan Turing Institute COVID-19 busyness heat-map. We envision that the **London Data Board** would evolve these pilots into annual London Data Innovation Challenges and other data collaboration efforts.



To demonstrate the feasibility of potential future Data Innovation Challenges the London Data Commission has initiated a series of data-sharing pilots to explore key challenges facing London.

 <p><b>Supporting London's response and recovery during COVID-19</b></p> <p>How can we support London as it emerges from the COVID-19 pandemic, to ensure it is able to do so safely and that it is able to expedite its economic recovery?</p>	 <p><b>Helping define London's first Digital Neighbourhoods</b></p> <p>How can we help enable London's first Digital Neighbourhoods, to deliver innovate data driven solutions in a way that ensures they are outcome focused, community centric, and easily replicable?</p>
 <p><b>Identifying drivers of digital inclusion to enable COVID-19 recovery in London</b></p> <p>How does Consumer and Charity digital capability differ across London Boroughs and correspond to broadband connectivity rates?</p>	<p><b>Data-sharing Pilots</b></p>  <p><b>Supporting plans for EV charging infrastructure</b></p> <p>Where are the optimal locations for rolling out different types of EV charging infrastructure?</p>

INNOVATION



## Data for London | Key Responsibilities

# Find new ways to **Collaborate With Others**, within London, nationally and internationally

The **London Data Commission** has highlighted the importance of collaboration, both across the city and beyond. Given many of the challenges the London Data Commission is seeking to address through open data and data-sharing are not unique to London, the new London Data Board should collaborate with other cities, both nationally and internationally.

As a core principle of its operations the London Data Board should share learning and seek input and advice from other cities and regions, both nationally and internationally.

The London Data Board should seek to collaborate with other cities on areas which include:

- Insights on the subject matter of data-sharing projects and challenges (e.g. how to map digital skills).
- Learnings on the approach to convening organisations, technical methodology and tools to share data.
- Communication with cities' communities to reflect on the benefits of user experiences.
- Sharing experiences and understanding of new technologies and their implication on data-sharing.

We acknowledge that London's data holding public bodies are working within a complex framework of federated governance and diverse data policies. The London Data Board will seek to work with all public bodies to help support collaboration and data-sharing across London's boroughs, public agencies, police authorities, health bodies and other relevant partners.

### Why do we need this?

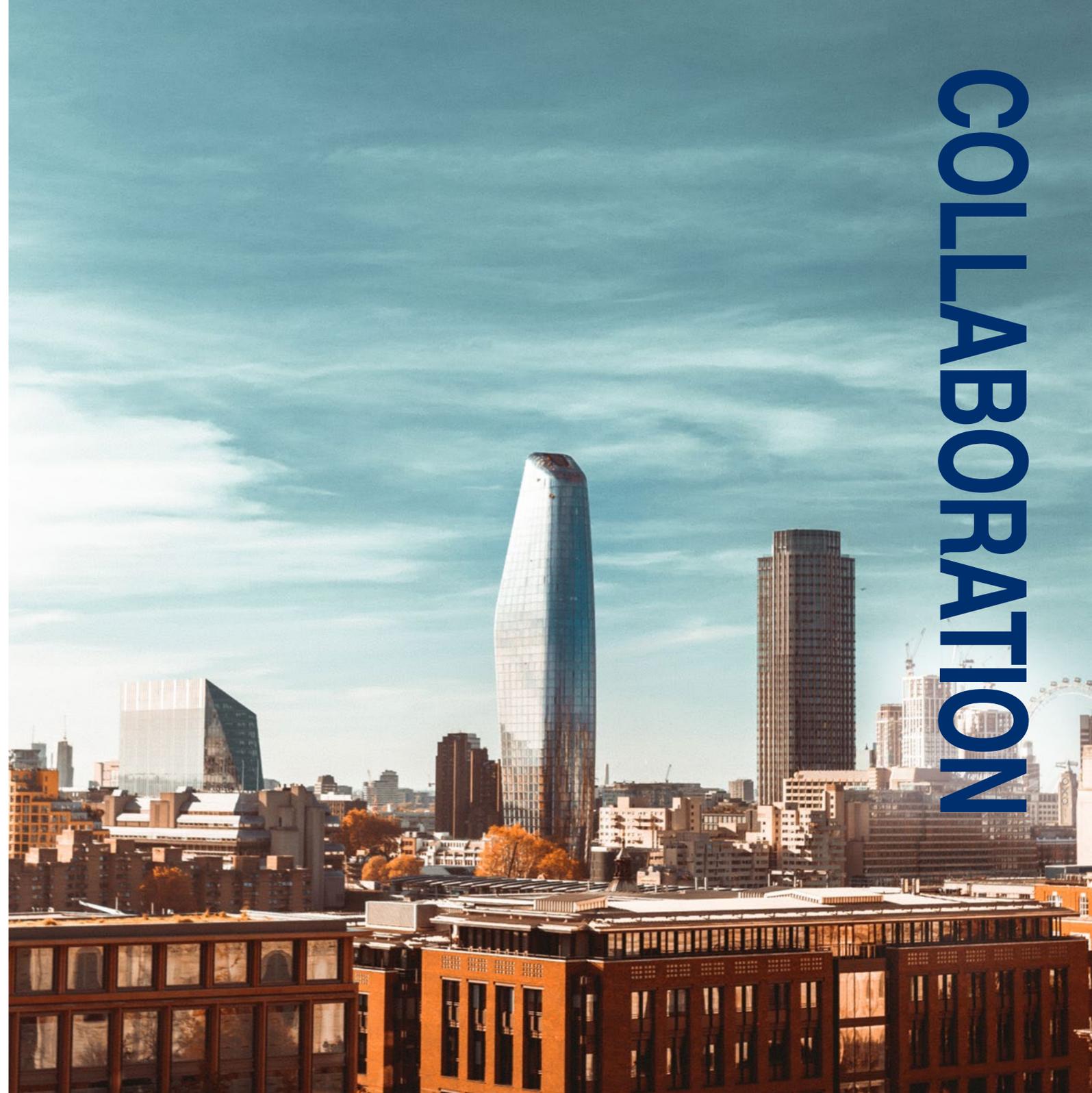
London can build on the pioneering work of other places and plays its part in supporting other cities in their recovery and growth.

### How do we make it happen?

The **London Data Board** with the support of the private sector and organisations like London First will evolve into the vehicle for collaborating with other cities, and make use of existing formal peer networks such as the M8 group of Metro Mayors, C40; Core Cities and international networks such as GCoM and Bloomberg Cities Network.

In the meantime, London First will roadshow the learnings from the London Data Commission with its Growing Together partners in cities and metro-regions around the UK.

# COLLABORATION





# London Data Commission Data-sharing Pilots

The London Data Commission has explored practical data-led solutions across four ‘first wave’ pilots, which closely map to London First’s business priorities for London. Each pilot is seeking to explore a specific question.

## People



Identifying drivers of **digital inclusion** to enable COVID-19 recovery in London

## Place



Creating smarter neighbourhoods that use data to unlock local **social and economic opportunities**

## Connectivity



Developing insights into our future infrastructure needs to support the rapid uptake of **electric vehicles**

## Competitiveness



Unlocking data led solutions to the key challenges facing London as it recovers from **COVID-19** – including improving its resilience to future threats

The themes that the pilots address are some of London’s most significant challenges, where data could generate insights and real world improvements. The data-sharing pilots were designed to achieve several objectives:

- Evidence the willingness of the private sector to engage in data-sharing to solve London’s toughest challenges.
- Demonstrate the value of private and public data collaboration by providing the GLA with insights that will help improve the lives of Londoners.
- Identify the challenges of data-sharing, outline lessons learned and inform the London Data Commission’s recommendations.

### How did we do it?

We established working groups with key data partners to develop the pilot themes – each progressed independently, but shared insights and learnings back to a project team.

All pilots set out with the objective of delivering outcomes across three key phases:

- Defining objectives and question setting – finding a question that can be answered via useful insights arising from data-sharing.
- Data discovery – identifying data points and data sources required to answer the question.
- Proof-of-concept with analysis – undertaking data analysis to deliver insights and inform decision makers.

The pilots have allowed us to refine our understanding of the required data ecosystem and the shared processes needed to solve some of the biggest challenges for London. Over the next few months, we will continue to work with the data partners to move from the ‘discovery phase’ to developing proof-of-concept insights with accompanying analysis. Over time we expect the **London Data Board** to evolve the pilots into annual London **Data Innovation Challenges** and other data collaboration efforts.



## Identifying drivers of digital inclusion to enable COVID-19 recovery in London



### Context

The COVID-19 pandemic has crystallised the need for a detailed understanding of London's Digital Inclusion challenges, to ultimately enable Digital Access for All as part of the Mayor's Recovery Missions.

### Defining objectives and question setting

The Digital Skills and Capabilities of both citizens and charities in London varies across Boroughs. In addition, there are multiple interconnected hurdles to achieving full digital inclusion across access to devices, provision of training, motivation of individuals and connectivity. The Greater London Authority is seeking to build a detailed and granular picture of London's Digital Skills Challenge.

### Data Discovery

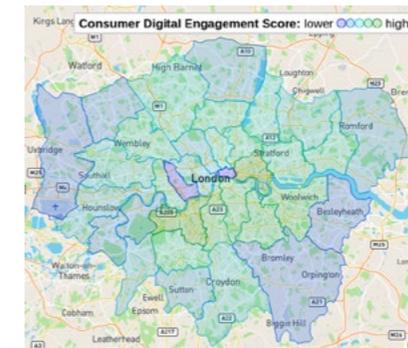
Run data-sharing pilot to identify how Consumer and Charity Digital capability fare across London Boroughs and map to connectivity rates to help the GLA identify communities needing additional support.



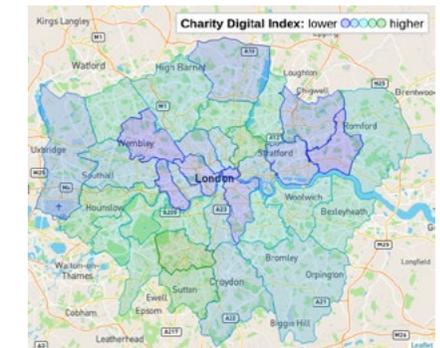
## The Output: Three layers of the digital inclusion map for London



BT Broadband uptake<sup>3</sup>, by Borough



Lloyds Consumer Digital Index<sup>1</sup>, by Borough



Lloyds Charity Digital Measure<sup>2</sup>, by Borough

### Initial insights and next steps

Initial Borough level analysis indicates variation between Boroughs across all three measures of digital capability and access. As can be seen from the above maps, there is a strong positive correlation between rates of Broadband uptake by BT customers and the measure of Consumer Digital Capability from the Lloyds Consumer Digital Index.

#### The next steps will be to:

- Continue to work with the Greater London Authority to identify additional questions and scope the data requirements for the Mayor's Digital Access for All Recovery Mission.
- Identify additional data sources that will continue to inform and enable the Digital Access for All Recovery Mission, such as data providing information on skills needed for in-demand jobs across London from Microsoft and LinkedIn.
- Review the correlation analysis to understand drivers of causality.
- Understand how we can iterate the analysis at more granular geographic levels (e.g. Ward).

<sup>1</sup> A composite measure of digital skills and capabilities between 0 and 100. Minimum number of data points per borough is 1000

<sup>2</sup> The proportion of charities that have logged onto Internet banking between 1st May and 5th August. Minimum number of data points per borough is 50

<sup>3</sup> A percentage between 0% to 100% representing the number of BT fixed line customers who also have BT Broadband. All data anonymised and aggregated to the borough level

Notes: The maps above utilise Open StreetMap ([www.openstreetmap.org/copyright](http://www.openstreetmap.org/copyright)) as well as data on London Borough Boundaries which Contains National Statistics data © Crown copyright and database right [2015] and Contains Ordnance Survey data © Crown copyright and database right [2015]



# Helping define London's first Digital Neighbourhoods



## Context

Smart districts and communities are becoming a common trend in cities around the world, but we know from recent history that while the intention may be positive, without a truly community centric and outcomes focus, these initiatives can become unhelpful and even detrimental to the local neighbourhood fabric and trust.

## Defining objectives and question setting

What does the London version of a smart district look like? How can we harness the opportunities provided to us by the rapid increase in data being generated and captured across our neighbourhoods to truly support the needs and objectives of our communities?

## Data Discovery

This pilot focuses on working with place-based partner organisations across London to understand key local challenges, and define how they as Digital Neighbourhood pioneers could work directly with their communities and use data to drive positive change.

Delivery Partners



Our work focused on four communities each looking to harness data to drive improvement across a particular aspect of their neighbourhood.



Harnessing the **Queen Elizabeth Olympic Park** mobility testbed environment to understand the neighbourhood objectives and impacts of **new mobility services**



Working with the existing and new community in **Brent Cross South** to develop a data driven approach to understanding social value objectives and delivering **social value benefits** to everyone



Developing a data-led sustainability strategy in **Mayfair** that enables an ongoing understanding of the community impacts of various **carbon zero** innovations and initiatives



Using occupancy, activity and mobility data to help **Midtown Business Improvement District** drive **sustainable and responsible economic recovery** post-COVID in their community

All four Digital Neighbourhood proposals are guided by three key principles:

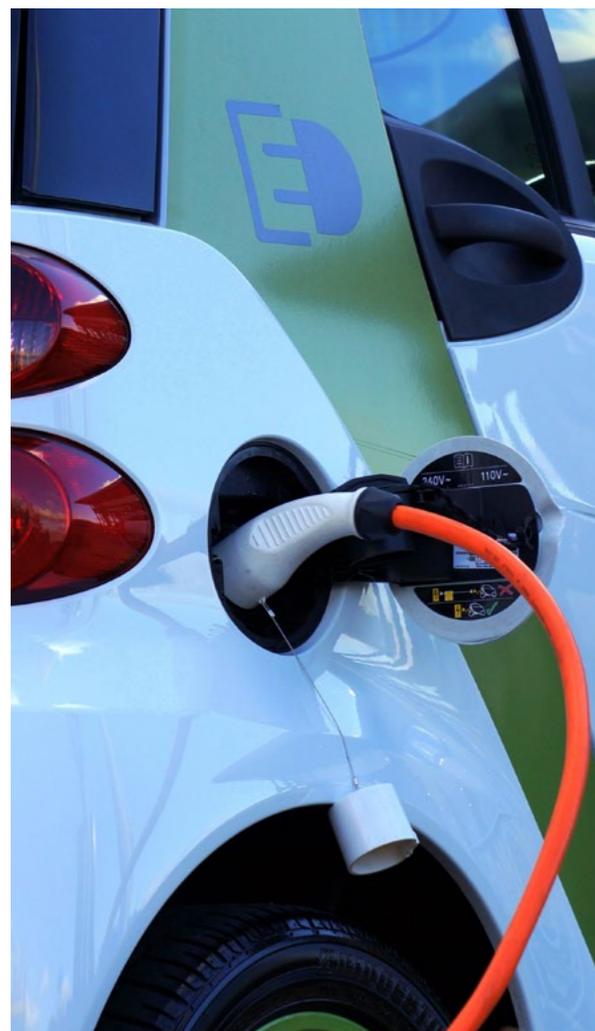
An outcomes-driven focus on a specific neighbourhood theme

Community-centric from beginning to end

Scalable and replicable in other London neighbourhoods

Over the coming months all four Digital Neighbourhood proposals will be discussed in detail with the GLA to understand how they can be supported, developed and ultimately delivered working in partnership between the public and private sectors.

# Supporting plans for EV charging infrastructure



## Context

To reduce London's impact on climate change and improve air quality for those who live and work here, London aims to be a zero carbon city by 2050.

## Defining objectives and question setting

- Increasing the operation of private and commercially-owned electric vehicles (EVs) is a central part of London's Zero Carbon strategy.
- Despite ongoing efforts, the uptake of EVs is lagging - a key barrier is a lack of trust in charging infrastructure roll-out.
- Developers and charging point operators need richer datasets to understand demand and optimise supply to EV customers.

## Data Discovery

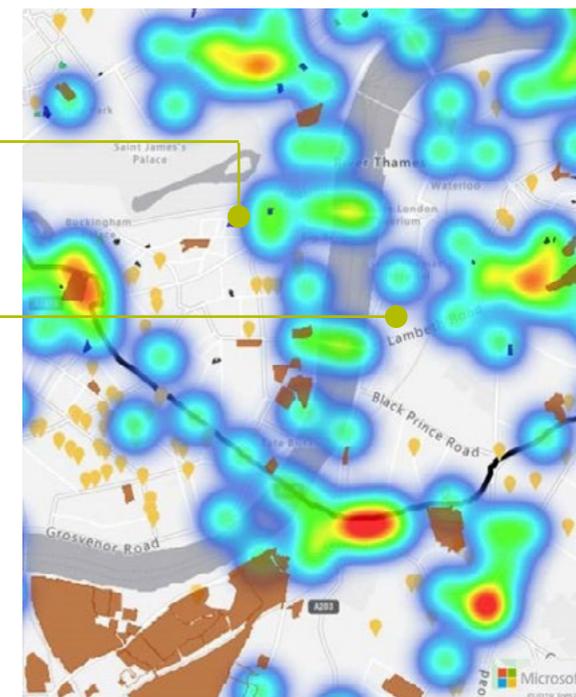
A data-sharing pilot to demonstrate the impact of insights from public-private data-sharing on unlocking EV charging market constraints.



## Selected Insights

Over 2,000 **publicly-owned** parcels of land in London match the suggested **land size** and likely **power capacity** requirements for charging hubs; these were evaluated based on **proximity** to popular traffic routes and **remoteness** from existing charging points

There is a concentration of the optimal locations alongside the Central London borders; this is reflective of land availability, sufficient power capacity and current traffic patterns



## Key outcomes

- Demonstrated through data-sharing that charging infrastructure barriers to EV adoption could be overcome.
- Enhanced data transparency to motivate investment in EV charging infrastructure.
- Clearly identified additional data to further enhance EV charging location analysis.
- Established potential EV charger locations based on correlation with demand, existing infrastructure and land availability.
- Shared the list of locations and methodology with the GLA to benefit from the insights and continue the analysis.

## Optimisation parameters

- EV charging demand
- Current infrastructure
- Power capacity
- Land availability

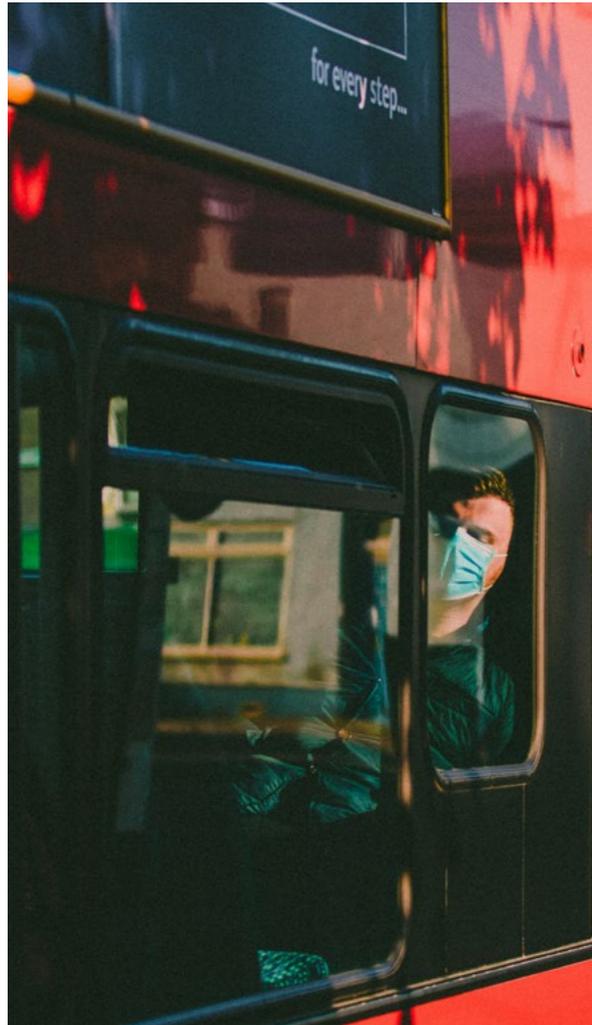
The list is not conclusive and subject to further considerations by individual boroughs

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# Supporting London's response and recovery during COVID-19



## Context

COVID-19 emerged as a threat to London in 2020 and the Commission quickly pivoted our work towards supporting the city in dealing with this challenge.

## Defining objectives and question setting

Reliable data provides the foundation for targeted action which is critical in flattening the spread of the virus. The ability to heatmap movement around the city can inform public agencies how people are responding as restrictions are eased.

## Data Discovery

Working with the Mayor's London Strategic Coordinating Group (SCG), the Alan Turing Institute and Public Health England, London's Chief Digital Officer, Theo Blackwell and his team defined ambitious ways of using data to guide the city response. A major project was launched that aimed to heatmap movement around the city using a range of data indicators.

Delivery Partners



SUPPORTED BY  
MAYOR OF LONDON

The Alan Turing Institute

## Key outcomes

- Live data set to monitor the capital's busyness using a range of anonymised and aggregated data.
- Data insight that allows more nuanced planning, targeted communications and, as we move into the recovery, a better understanding of the extent to which London is returning to normal.

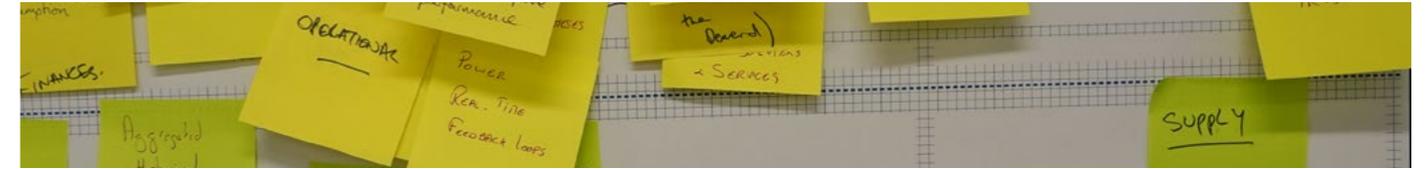
## Key activities

- The London Data Commission identified a number of private sector data sets which could add to our understanding of the city's 'busyness', and in July brought together data owners from a wide range of sectors with the GLA and the Alan Turing Institute for a special briefing to explore how they might contribute their organisation's data to the project.
- In addition to looking to contribute data sets, Microsoft has provided the Azure AI and cloud infrastructure and services to support the project.
- The GLA and Alan Turing Institute are working to a delivery time-line than runs beyond that of the London Data Commission, but London First intends to continue to support the project by bring together data owners with the public sector and provide guidance on how business might use these new live data sets to support their own recovery and business planning.



# The London Data Commission pilots are continuing to evolve and mature

Four data-sharing pilots were initiated as a key priority of the London Data Commission to demonstrate the potential impact and opportunity available through an improved data-sharing ecosystem. They have all progressed to different levels of maturity.



All of the data pilots initiated as part of the London Data Commission will continue to progress towards proving the projects work and can deliver key data insights that will help Londoners. Updates will be published on the **London Data Commission** website. Over time we expect the London Data Board to evolve the pilots into annual London **Data Innovation Challenges** and other data collaboration efforts.

The London Data Commission pilots have mobilised resources and accumulated data and experience

## 1 Question Framing

- Objectives identified and aligned with all stakeholders

## 2 Discovery

- Hypothesis framed and data points identified
- Analysis methodology suggested

## 3 Proof of Concept

- Data opened and shared
- Hypothesis tested
- Insights generated
- Lessons learned

## Through our work we have begun to identify five critical success factors for facilitating successful data-sharing pilots

1. Find alignment with corporate objectives of pilots' participants and data providers.
2. Ensure continual focus on long-term benefits for citizens.
3. Define data-sharing principles early.
4. Establish commitment of the pilots' participants to action plans.
5. Set up a data-sharing agreement template.

## London Data Commission pilot to annual Data Innovation Challenge



London First will initially continue the work of the London Data Commission, working closely with the pilot data partners to facilitate data exchange and produce insight.



We anticipate that once established the **London Data Board** will take over leadership of the data-sharing pilots and champion the next steps.



We envisage the Mayor's Civic Innovation Challenges will evolve into annual **Data Innovations Challenges**. We expect the 'first wave' of challenges to be the four pilots which closely map to the Mayor's recovery priorities.

Data Innovation challenges aim to deliver scalable and sustainable solutions to city-wide issues

To follow with the pilots as they continue to progress please visit [www.londonfirst.co.uk](http://www.londonfirst.co.uk) for updates and more information.

# Data for London will help unlock a better future for everyone

The London Data Commission was inspired by four questions and has made significant progress towards finding the answers. We identified some of the key ingredients required for successful sharing-data. We've identified specific challenges facing London that data can help address and initiated projects to address them. We've worked hard to support the city's response to COVID-19. Most importantly we've set out in detail a new data ecosystem to unlock the potential of data for the benefit of all – **Data for London**. But this is just the start.

## Next Steps

The London Data Commission will formally close in September, after which London First will create a new standing working group to oversee the delivery of the pilots, and continue to work with the Chief Digital Officer for London and his team to deliver the **London Data Board** and develop the **London Data Charter**.

All of the data-sharing pilots initiated as part of the London Data Commission will continue to progress towards a proof of concept and delivering key data insights.

As these emerge we will share the insights and findings on the London First website and with key stakeholders. Over time we expect the **London Data Board** to evolve the pilots into the proposed annual **Data Innovation Challenges**.

## How can you get involved?

We want to speak with any organisation or enterprise with an interest in city-wide data, who might potentially sign up to a new **London Data Charter** and contribute data and resources to the data pilots, or who have ideas for **Data Innovation Challenges**.

Please visit [londonfirst.co.uk/datacommission](https://londonfirst.co.uk/datacommission) or email [dlutton@londonfirst.co.uk](mailto:dlutton@londonfirst.co.uk) to find out more.

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London First is a membership group which campaigns to make London the best city in the world to do business.

Our membership comprises over 200 leading employers across a wide range of sectors. We convene and mobilise business leaders to tackle the key challenges facing our capital.

We have been instrumental in establishing a Mayor of London, pioneered Teach First, driven the campaign for Crossrail, lobbied for government action on airport capacity, leading to the approval of a new Heathrow runway and achieved a win for business when Government announced a review of the Apprenticeship Levy.

Now we are focusing on key priorities to keep our capital working for the UK: People, Place, Competitiveness and Connectivity.

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## ARUP

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The Oliver Wyman Forum is committed to bringing together business, public policy, and social enterprise leaders to create innovative solutions to the world's toughest problems. We strive to inspire action on several broad fronts: reframing industry, business in society, and global economic and political change.