

Transcript | How to Unlock Hidden Data in Local Government

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00:00:13.140 --> 00:00:14.810

Freddie Price: Hello! Hello, everyone!

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00:00:15.400 --> 00:00:27.139

Freddie Price: Hello, welcome to this event on how to unlock hidden data in local government. My name is Freddie Price. I'm a Senior Partnerships Manager here at A Polite School.

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00:00:27.320 --> 00:00:35.400

Freddie Price: It would be great to hear from all of you, so please do post in the chat where you're joining us from, and what organization you work for.

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00:00:35.640 --> 00:00:48.980

Freddie Price: A technical note that your messages might come through to only our Backstage team due to your Zoom's default settings, so please select everyone from the drop-down menu in the Zoom chat if you'd like to send a message to all of us.

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00:00:49.090 --> 00:00:50.870

Freddie Price: Here today.

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00:00:51.430 --> 00:01:04.330

Freddie Price: Today, we're talking about unlocking the data that already exists in local government. We'll look at where it lives, why access can be so difficult, and what good looks like when data is visible, usable, and shared.

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00:01:04.379 --> 00:01:13.089

Freddie Price: You'll learn ways to map your data ecosystem, build the right relationships, and get to the evidence you need to deliver better services.

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00:01:13.100 --> 00:01:32.129

Freddie Price: For those of you who may be joining us for the first time, welcome. APolitical is the world's largest online network of public servants, with a mission to make governments

smarter. It's used by more than half a million public servants in over 170 countries, providing governments with the tools, skills, and networks they need to become more effective.

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00:01:32.240 --> 00:01:47.149

Freddie Price: and tech-enabled organizations. We're a strategic partner to government, helping them to prepare their workforces for the future. We achieve this by upskilling government workforces through short online courses focused on priorities for government.

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00:01:47.160 --> 00:01:53.719

Freddie Price: And enabling them to find and share best practice through peer communities. Hopefully you're part of some of those that we have.

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00:01:54.120 --> 00:01:59.829

Freddie Price: I can see lots of, of local government,

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00:02:00.190 --> 00:02:05.070

Freddie Price: intros coming in the chat, some people from GLA, some people from Acme.

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00:02:05.170 --> 00:02:12.629

Freddie Price: A bit closer to home, city of Ottawa, good to see you all. National Archives, very cool, very cool.

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00:02:12.980 --> 00:02:16.740

Freddie Price: Cool, we'll keep those, keep those coming in.

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00:02:16.940 --> 00:02:35.390

Freddie Price: And we are thrilled to extend an invitation to join today's speakers and your peers in public service from across, the world in the local government community that we have on Ablehead's call. Whether you're just sort of starting out in data analysis for your community, or you're someone that's more seasoned as a data scientist.

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00:02:35.390 --> 00:02:44.290

Freddie Price: This is kind of the place to share resources, ask questions, and yeah, share best practice, from and with your peers.

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00:02:44.700 --> 00:02:55.829

Freddie Price: The link is in the resources tab at the bottom of your screen, and my colleague's also just posting a link in the chat now. Please do take a look, we'd love to see you in there.

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00:02:56.930 --> 00:03:11.720

Freddie Price: I'll get just a few technical notes out of the way before we sort of get into today's conversation. This event is recorded for on-demand viewing on the Apolitical website. Please, don't, and no need to record it yourself.

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00:03:11.720 --> 00:03:17.419

Freddie Price: Contact details for privacy concerns are in the apolitical homepage footer as well.

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00:03:17.570 --> 00:03:33.740

Freddie Price: Closed captions are also available in your own language, which is a brand new feature that we're excited about. That can be toggled on or off in your screen settings. My colleague will also post the instructions to follow along in the chat... sorry, to follow in the chat.

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00:03:34.270 --> 00:03:36.450

Freddie Price: Let's see that there.

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00:03:38.620 --> 00:03:57.850

Freddie Price: Brilliant. Cool. Well, before we introduce our speakers today, we're going to run a few quick polls. That's just to sort of gauge where you're coming to the discussion from today. And the first poll is, how would you describe data sharing culture... the data sharing culture in your local authority?

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00:03:58.360 --> 00:04:06.300

Freddie Price: So, let that... sit for a second while you have a chance to respond. The options are...

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00:04:06.730 --> 00:04:11.079

Freddie Price: Open, so actively sharing and collaborating around data.

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00:04:11.790 --> 00:04:14.340

Freddie Price: willing, but blocked.

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00:04:14.870 --> 00:04:16.370

Freddie Price: There'll be a few of those.

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00:04:16.709 --> 00:04:20.680

Freddie Price: Neutral, nobody's against it, nobody's driving it.

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00:04:21.180 --> 00:04:23.100

Freddie Price: And then territorial.

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00:04:23.450 --> 00:04:30.630

Freddie Price: More towards the sad end, and then closed. Sharing's rare, and often has to be forced.

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00:04:31.310 --> 00:04:34.930

Freddie Price: Cool, I can see... Interesting.

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00:04:35.870 --> 00:04:37.310

Freddie Price: Results coming in.

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00:04:39.450 --> 00:04:44.820

Freddie Price: Good to see people still introing themselves in the chat as well. Welcome to Charleston.

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00:04:45.100 --> 00:04:46.650

Freddie Price: How come Carlisle.

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00:04:48.950 --> 00:04:51.490

Freddie Price: Okay, I think we're almost there.

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00:04:55.490 --> 00:04:56.760

Freddie Price: on the poll.

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00:04:58.170 --> 00:05:12.140

Freddie Price: So, in first place, willing book blocked, no surprises there, really. The intent is there, but systems and structures get in the way. Interesting that very few of you said open, 2%.

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00:05:12.230 --> 00:05:26.920

Freddie Price: That's sad to hear, but also maybe while you're at the event, closed, again, you know, early 5% there, with territorial and neutral sort of in between. Okay, that's helpful, I think, to sort of frame this discussion and understand where you're...

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00:05:27.020 --> 00:05:34.529

Freddie Price: Coming to this. The second poll that we have for you is, how confident are you working with data in your day-to-day role?

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00:05:35.460 --> 00:05:37.779

Freddie Price: So, I'll give you a second on that one as well.

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00:05:39.350 --> 00:05:46.640

Freddie Price: Everything from very confident, to not at all confident. Hopefully not that one, but maybe.

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00:05:55.820 --> 00:05:56.570

Freddie Price: Okay.

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00:05:57.010 --> 00:06:00.299

Freddie Price: Can see the results flowing in, give it a few more moments.

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00:06:18.060 --> 00:06:20.690

Freddie Price: Okay, I think it's probably ready to share.

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00:06:21.200 --> 00:06:22.860

Freddie Price: Here we go. So...

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00:06:23.680 --> 00:06:32.090

Freddie Price: Good news. Somewhat confident. I manage, but often need support. That's around 40% of you. Many of you are very confident. Again, great to...

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00:06:32.150 --> 00:06:47.790

Freddie Price: Here, that's about 34%. Then a few neither confident nor unconfident, and this is great news, nobody is not at all confident, which is... which is great. And then a few, you know, one or two, not very confident at all.

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00:06:47.860 --> 00:06:58.979

Freddie Price: Brilliant. Okay. Well, thank you for engaging with that. Like I said, it just helps us to gauge where you're all at today. And with that.

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00:06:59.490 --> 00:07:07.819

Freddie Price: We will introduce today's speakers for the panel. We're fortunate to have three brilliant guests today, Greg, Avat, and Fernando joining us.

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00:07:07.850 --> 00:07:31.379

Freddie Price: I'll start with Greg Jordan Detmore is a civic technology leader focused on human-centered design and government digital transformation. He bridges the gap between policy and delivery with experience across GovTech and civic tech ecosystem. He's supported governments worldwide, especially at a local level, on open data, data governance, and improving access to public services.

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00:07:31.900 --> 00:07:39.010

Freddie Price: We have Avat Runha, Director of Data and Chief Data Officer at the City of Amsterdam.

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00:07:39.010 --> 00:07:52.369

Freddie Price: He has a background in political science, business management, and IT. He's driven by how new technology reshapes government, from the risks when it goes wrong, to the public value created when data and tech are used well.

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00:07:52.540 --> 00:08:00.020

Freddie Price: And lastly but not least, Fernando Monjer, is a Senior Associate at the Bloomberg Harvard City Leadership Initiative.

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00:08:00.020 --> 00:08:16.520

Freddie Price: His research looks at the capabilities city governments need to innovate and govern data, with a focus on equity and responsiveness. Previously, he worked at the World

Bank and practiced international law, and he studies local leadership and access to proprietary data for public interest.

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00:08:16.590 --> 00:08:22.710

Freddie Price: So I think you'll agree, 3 brilliant speakers that we have today, and 3 different perspectives.

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00:08:22.940 --> 00:08:39.230

Freddie Price: That's sort of enough from me, so before we launch into today's panel discussion, I thought we'd start, actually, with a quick icebreaker question, just to get us warmed up. So Craig, Ava, and Fernando, what's the most surprising or strange dataset you've ever come across?

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00:08:39.320 --> 00:08:57.359

Freddie Price: I'll give you a moment to think of your answer to that. Everyone else, I pose the same question to you. I'd love to, see your answers in the chat as well. But in the meantime, I'll go over... maybe I'll start with you, Greg. What's the most surprising or strange dataset you've ever come across?

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00:08:58.270 --> 00:09:14.759

Greg Jordan-Detamore: Yeah, one really interesting one is actually in New York City, if you go on their open data portal and look at the most popular data sets, one of the top 20 is a squirrel census of squirrels in Central Park, which is, like, super random,

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00:09:15.090 --> 00:09:15.810

Greg Jordan-Detamore: Yeah.

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00:09:17.000 --> 00:09:27.060

Freddie Price: Fantastic, yeah. I feel like with all of these, I'm gonna wanna go check them out immediately. But I'll have to... I'll have to wait for a moment. Brilliant. AVAP, we'll go to you.

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00:09:28.090 --> 00:09:37.700

Ewout Runhaar: Well, last year we celebrated our 750th birthday as the city of Amsterdam, and then we published

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00:09:37.800 --> 00:09:46.869

Ewout Runhaar: Data on, well, we actually got a gift of 750 trees that we put on our highway around the city.

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00:09:46.870 --> 00:10:04.390

Ewout Runhaar: During the one-day festival that we gave there to celebrate our birthday, and those trees, where they came from, that they were placed there, where they went through, went towards afterwards, were all traceable, live, and still up to today, you can find those trees, where they are, how they are doing.

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00:10:04.390 --> 00:10:08.860

Ewout Runhaar: Which I thought was pretty cool and pretty surprising that we were able to do that, yeah.

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00:10:09.210 --> 00:10:11.930

Freddie Price: Yeah, amazing. And happy birthday.

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00:10:11.930 --> 00:10:12.640

Ewout Runhaar: Thank you.

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00:10:12.640 --> 00:10:19.950

Freddie Price: Happy 750 at first, I suppose, no. Brilliant. Fernando, we'll, we'll go to you.

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00:10:20.480 --> 00:10:34.029

Fernando Monge: Great, thank you, and thank you, Freddie, for moderating this event. So I cannot beat the previous two databases on trees and squirrels, so I'm gonna take it in a bit of a different direction, but I'm fascinated by

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00:10:34.120 --> 00:10:40.729

Fernando Monge: This, guy, he was a scientist in the 19th century, Alexander von Humboldt.

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00:10:41.140 --> 00:10:44.319

Fernando Monge: And he did collect manually

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00:10:44.320 --> 00:11:05.580

Fernando Monge: data along his 5-year travels across the world, and he has some fascinating databases that he built where he identified how, like, the same temperature, was repeated in different places, like, at different, like, longitudes of the world, but he also drafted this map of the

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00:11:05.600 --> 00:11:22.570

Fernando Monge: Tim Borazo in Ecuador, mapping the plants to different levels. So I thought it was fascinating, and I've always been amazed by that database, which also shows that you don't need amazing technology to really leverage the power and activate the power of data, right? So I... yeah, I'll leave you with that one.

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00:11:23.660 --> 00:11:39.180

Freddie Price: Amazing. Thank you so much. I have to call out some absolutely hilarious answers in the chat as well. I'm curious about the toilet paper orientation data set and the UFO sightings, when I have to check those out afterwards. Thanks so much for sharing those too.

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00:11:39.210 --> 00:11:48.389

Freddie Price: Brilliant. Well, with that, we'll head into the panel discussion. We'll start on, where is...

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00:11:48.710 --> 00:12:03.720

Freddie Price: the data that we need access to, and why is it so hard to access? Avat, I'll come to you first. In a typical local government, where does most useful data actually sit, and why... why is it so, hard to access often?

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00:12:05.140 --> 00:12:27.539

Ewout Runhaar: Yeah, so data is everywhere, basically, right? So, it is spread across departments, it's in all kinds of corners of the organization normally. It's controlled by different owners or people who collect that data. It is stored on different formats and places.

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00:12:27.870 --> 00:12:42.289

Ewout Runhaar: And to access it, to actually be able to use that data, you need to know that it's where it is, you need to negotiate access to it.

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00:12:42.290 --> 00:12:48.989

Ewout Runhaar: Sometimes you need to change or, you know, arrange for some form of governance on the data.

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00:12:49.210 --> 00:12:50.619

Ewout Runhaar: And,

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00:12:50.730 --> 00:13:01.900

Ewout Runhaar: I will... I will give you a small example of what I realized years ago. I was, I was myself responsible for... for our, planning data on urban development.

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00:13:01.960 --> 00:13:12.400

Ewout Runhaar: in Amsterdam, and we did a really extensive project on making sure that all our planners

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00:13:12.410 --> 00:13:21.419

Ewout Runhaar: actually, with good quality, would give their actual planning estimates on when certain buildings would go up and start building, etc. So.

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00:13:21.420 --> 00:13:36.649

Ewout Runhaar: We did that. We were able to report that to our city council in a very structured way, and, you know, we connected to those project teams that actually worked on those projects, and this was a huge effort, and so we were really proud of the result.

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00:13:36.680 --> 00:13:44.549

Ewout Runhaar: Only for me to find out, a few months after we started to do it that way, that the financials of all those project teams

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00:13:44.620 --> 00:14:03.920

Ewout Runhaar: themselves created their own planning data, and were also using it for the financial aspect of project management, to... so they had their own set still, right? So it was, it is always a challenge to, even if you are very close to the source.

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00:14:03.920 --> 00:14:11.480

Ewout Runhaar: It's always a challenge to access all data and to make sure that it's used in the correct way everywhere.

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00:14:13.850 --> 00:14:16.899

Freddie Price: Yeah, it's a great, good, good story, and I think it's a...

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00:14:17.020 --> 00:14:31.849

Freddie Price: probably a theme that we'll... that we'll return to in this discussion as well. Greg, I'm going to pass it over to you, now for the next question. What are some of the hidden issues that make government data difficult to use, even when it technically exists?

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00:14:32.970 --> 00:14:41.539

Greg Jordan-Detamore: Yeah, well, okay, I don't know if this first one counts as hidden, but data quality is definitely one of the biggest, that there's just a lot of data out there that's

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00:14:42.590 --> 00:14:50.200

Greg Jordan-Detamore: not very good. Or, you know, sometimes it's pretty good, but, you know, some problems, sometimes it's just really bad, and so...

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00:14:50.270 --> 00:15:02.770

Greg Jordan-Detamore: Especially, you know, when we're talking about sharing data between departments, breaking down silos, all that stuff. Like, sometimes you have a dataset where there's one team that works with it, and, like, they know what its problems are, but it's in their heads.

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00:15:02.800 --> 00:15:22.199

Greg Jordan-Detamore: And so, if you want someone in a different department to be able to use it, you would have to write out, like, pages and pages of things just about, like, all the problems with data. So data quality is definitely a common one. Also, even things like data dictionaries, like, you have a spreadsheet with column names, but, like, it might not mean what you think the word means.

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00:15:23.520 --> 00:15:36.480

Greg Jordan-Detamore: Those are two, I'd say, particularly big ones. And yeah, just data spread out across so many different systems, and there's things on the database here, there's things on the cloud, this is on somebody's computer, this is just on paper.

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00:15:38.990 --> 00:15:47.330

Freddie Price: Yeah, yeah, fantastic. Well, Fernando, we'll pause to you next, looking at a slightly different

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00:15:47.330 --> 00:16:01.809

Freddie Price: issue. Looking beyond, sort of, government's own data, what are the key challenges when trying to negotiate access to proprietary data held by private companies or multiple parties? I know this is something that you think about a lot.

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00:16:03.260 --> 00:16:16.889

Fernando Monge: Yes, thank you. Yeah, I think this is, I mean, some of the challenges that happen internally within the city also replicate, but there are different, kind of, like, challenges. And just as a bit of context, I've... I've studied, like, different

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00:16:16.950 --> 00:16:33.819

Fernando Monge: city access to proprietary data in two sectors. Shared mobility, shared micro-mobility, and then last mile delivery, two sectors that are being transformed, really, or are transforming, both, kind of, mobility, the use of public space, restaurants.

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00:16:33.910 --> 00:16:50.480

Fernando Monge: et cetera, in cities. And the differences in terms of the access by city governments and by city government departments to these different data sets from these different companies is staggering. And I do think that my... my findings are that there are two main factors that I think

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00:16:50.480 --> 00:16:54.259

Fernando Monge: determine this different level. So, in shared micro-mobility.

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00:16:54.260 --> 00:16:56.490

Fernando Monge: Mobility departments have a very clear

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00:16:56.910 --> 00:17:02.330

Fernando Monge: use case. They really know what data they need,

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00:17:02.330 --> 00:17:23.800

Fernando Monge: for... to meet specific conditions or specific needs, such as monitoring fleets, where are they parking, how are they clogging, sidewalks, etc. So they're actually accessing real time. Some of these, cities, many cities are accessing real-time data, right? Like, access... like, knowing where are, like, all these vehicles deployed in real time, so that's huge access.

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00:17:23.910 --> 00:17:34.160

Fernando Monge: level of access. Whereas in last mile delivery, I think there's much less access, and I think one of the reasons is that because the city governments don't have, like.

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00:17:34.180 --> 00:17:44.340

Fernando Monge: It's... last mile delivery and logistics is usually operated by private sector, and by private operators, and city governments are usually kind of more of an orchestrator.

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00:17:44.340 --> 00:17:57.480

Fernando Monge: the articulation of those public interest use cases is much more abstract, or much less clear, or much less operational. So, that articulation of the public interest use case, I think, is critical. And the second one.

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00:17:57.580 --> 00:17:59.520

Fernando Monge: Really, it's a... it's having a...

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00:18:00.050 --> 00:18:04.779

Fernando Monge: regulatory lever. So, one of the things that happens with shared micromobility is that

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00:18:05.210 --> 00:18:13.120

Fernando Monge: They need a permit to operate in the city, and therefore the city government can Basically, mandate data sharing

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00:18:13.130 --> 00:18:33.079

Fernando Monge: in return for giving them that access. Whereas in... with delivery platforms, that doesn't happen. So the city governments, even if they wanted to, even if they had, like, a very clear use case for that data, they don't have a way to enforce it, right? So those two mechanisms, really, you see huge differences in the ability to... for city governments to access.

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00:18:33.080 --> 00:18:38.879

Fernando Monge: The data for proprietary, proprietary data that has very clear public interest use cases.

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00:18:40.970 --> 00:18:52.149

Freddie Price: Yeah, fantastic. Well, hopefully that gives us all sort of a picture of sort of some of the current challenges, on why, sort of, data is hard to access.

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00:18:52.150 --> 00:19:14.749

Freddie Price: I want to move on and maybe talk about what good looks like when data's accessible and usable. Greg, I'm going to come to you first. We often think of open public data as being aimed, you know, at citizens primarily, but obviously it can also benefit civil servants. In what ways have you seen public and open data improve

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00:19:14.750 --> 00:19:18.719

Freddie Price: Access or use within government.

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00:19:19.810 --> 00:19:38.229

Greg Jordan-Detamore: Yeah, this is a huge one. I've seen, in many cities, the... you'll hear the chief data officer or somebody like that say that their open data program has been more useful internally than externally, because sometimes getting data, just communicating between departments was so hard that it's like.

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00:19:38.730 --> 00:19:45.380

Greg Jordan-Detamore: Just going and finding data on the public website is easier than emailing a million different people.

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00:19:45.540 --> 00:20:03.819

Greg Jordan-Detamore: And so... so there's a few things. One thing is just that simple, you know, if you can access data publicly on a website, that's easier than, you know, all these emails. But also, it forces, quality. You know, when places are gonna make data public, a lot of times they're like, okay, we need to, like.

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00:20:03.950 --> 00:20:18.009

Greg Jordan-Detamore: clean this up first before we're... we're letting the public see it, and that can be really helpful internally. And then also doing things like writing out, documentation, writing out data dictionaries about what the different field names mean.

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00:20:20.280 --> 00:20:29.360

Greg Jordan-Detamore: getting unique identifiers. You can link, you know, this dataset up with other datasets, which is another huge problem for,

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00:20:29.580 --> 00:20:36.840

Greg Jordan-Detamore: bringing together data, so... so yeah, I think it forces a lot of quality and documentation improvements, and just improves access.

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00:20:37.650 --> 00:20:39.740

Greg Jordan-Detamore: Internally and internally, too.

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00:20:40.700 --> 00:20:42.180

Freddie Price: Brilliant. Yeah.

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00:20:42.570 --> 00:20:51.470

Freddie Price: Absolutely. Avat, I'm gonna come to you. What does a well-functioning data system look like inside of a local government organization?

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00:20:52.970 --> 00:21:05.740

Ewout Runhaar: Yeah, well, in any well-functioning data system, there's better visibility, you have shared platforms, your governance is in place, right? There's a good data architecture.

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00:21:05.750 --> 00:21:24.100

Ewout Runhaar: And you can... you're actively sharing all data that can be shared so that all kinds of teams in the organization can use it. We try to achieve that in Amsterdam with our central data platform that we are building.

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00:21:24.100 --> 00:21:32.100

Ewout Runhaar: everyone can access, like Craig, Craig also said, like, you can access... everybody here can access it on data.amsterdam.nl.

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00:21:32.100 --> 00:21:45.520

Ewout Runhaar: the data sets that we do publish, right? So we work out data from bronze, silver, to gold, and when it's gold, we publish it, there, and then everybody can use it, basically.

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00:21:45.540 --> 00:21:51.609

Ewout Runhaar: So that's... that's one way that we try to do it, but... You need to think...

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00:21:51.690 --> 00:22:05.850

Ewout Runhaar: further than only unlocking data on your own data platform, Fernando also mentioned, like, using the external data. You need to facilitate the use of external data in a certain way. We also try to...

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00:22:05.850 --> 00:22:24.279

Ewout Runhaar: Make sure that in the way that we contract, our IT contracts with our partners, IT partners, that we have a good agreement on where the data will be stored, that it is our data, that we have a certain quality, that we can use it and will use it after... long after that contract expires.

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00:22:24.280 --> 00:22:37.469

Ewout Runhaar: So there's all kinds of things that needs to be in place all over the organization for this to function well, and let me say that this is a very, very hard thing to do.

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00:22:37.470 --> 00:22:51.419

Ewout Runhaar: So, a well-functioning data system needs, you know, longevity. You need to... don't hold your breath, it won't go easy, it won't go fast, but what you can do is build it step by step.

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00:22:51.470 --> 00:23:00.090

Ewout Runhaar: And, that's what we're trying to do in Amsterdam. I think that we have some good examples, but still we are far away from having a perfect system ourselves.

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00:23:01.810 --> 00:23:15.019

Freddie Price: Completely. Fernando, I'm going to come to you on, again, on external partnerships. What are some of the successful ways governments have worked with external partners to access and use data for public value?

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00:23:17.170 --> 00:23:26.099

Fernando Monge: Yes, I mean, I think the points that Greg and Eva made are critical, right? One other... couple of other things that I've...

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00:23:26.230 --> 00:23:27.700

Fernando Monge: found. One is...

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00:23:27.880 --> 00:23:51.480

Fernando Monge: linked also to what Eva was saying, the infrastructure is important, but I think the process and thinking, like, step by step is really, really important, because especially when you're working with external partners, but also internally, building trust is key, right? So, rather, like, I think that in my experience and in my research, rather than maximalist approaches to share the data and let's see how I use it.

136

00:23:51.480 --> 00:23:58.059

Fernando Monge: don't really work, but really building trust step-by-step tend to work. And I really like, for example, in this case.

137

00:23:58.250 --> 00:24:01.119

Fernando Monge: the work that Amsterdam and other, Dutch...

138

00:24:01.120 --> 00:24:21.590

Fernando Monge: series did with the micromobility data standard. So, they not only work on the standards, but they work on the roadmap, and I'll post it in the chat, but I really like the process. And it started with defining the problem, then selecting the use case, doing privacy assessment, security assessments, right? So, there's a whole roadmap and a whole process that allows you to

139

00:24:21.640 --> 00:24:28.399

Fernando Monge: step by step and slowly, build trust and get to a mutual understanding with other partners. So that's one.

140

00:24:28.400 --> 00:24:42.170

Fernando Monge: And the other one, which is, that I found in New Zealand, in Wellington, this was a case where they wanted to build a data-sharing platform among the very different partners that hold, like, some, or own some

141

00:24:42.350 --> 00:24:47.030

Fernando Monge: infrastructure assets beneath the surface of the city, right? So you have

142

00:24:47.340 --> 00:24:55.380

Fernando Monge: cables, you have pipes, you have valves, like, and all these are managed by different companies. Maybe, like, some of these

143

00:24:55.380 --> 00:25:05.279

Fernando Monge: Infrastructure was built a long time ago, there might not be data, but actually knowing what is beneath the surface is super important when you have to dig something, or build, or construct.

144

00:25:05.280 --> 00:25:18.300

Fernando Monge: So what they... like, one of the things that they did there, again, like, the process of building trust, and starting as low and small, and then... and then building others along. But the other thing that I thought it was interesting when you involved external partners was.

145

00:25:18.520 --> 00:25:19.890

Fernando Monge: finding

146

00:25:19.970 --> 00:25:36.220

Fernando Monge: a trusted third party. So basically, the data, the entity that is managing the access, the data and accessing the data from the different partners is a trusted third-party partner, a non-profit, trusted by everyone from the technical side, but also from the governance side, which

147

00:25:36.220 --> 00:25:42.399

Fernando Monge: is the one that is accessing the data and also giving access to authorized parties. So I do think that sometimes

148

00:25:42.420 --> 00:25:50.869

Fernando Monge: Also, that kind of, like, involvement of a third party can broker some trust, especially when you're involving third parties, and you have to build trust, progressively.

149

00:25:53.070 --> 00:26:09.029

Freddie Price: Fantastic, thank you. I want to move on now to talk about, how the people in the audience here can start unlocking data in their own work. I'm conscious, you know, the poll that we had at the start, where people, you know.

150

00:26:09.030 --> 00:26:26.350

Freddie Price: most people felt like there was a willingness, for data to be shared, but often felt like it was being blocked, and so, like, really curious about, sort of, general advice for those, but

maybe just to come to a few specific questions first, and then maybe we can cover that.
Fernando, I'll actually... I'll come back to you.

151

00:26:26.350 --> 00:26:40.670

Freddie Price: For someone who is looking to request data from other teams, or maybe, sorry, externally as well, what should they be clear about to increase their chances of getting access?

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00:26:41.750 --> 00:26:48.750

Fernando Monge: I'm gonna repeat myself a bit here, but I do think that it's super important, and it's start small, and with a very clear

153

00:26:49.430 --> 00:26:56.170

Fernando Monge: use case, a need for the data. I think that if you're not able to respond, what do I need the data for?

154

00:26:56.500 --> 00:27:11.159

Fernando Monge: you're gonna hit that, like, a wall. So, I do think, like, and also the survey, as I was following the results, kind of, like, reflects that a bit. We all want data, but then when it comes to sharing, sometimes it's difficult. We have an intuition that we want data, but

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00:27:11.250 --> 00:27:21.939

Fernando Monge: But then, when it comes to... let me specify and clarify what data specifically do I need, what data point, what information do I need to respond to what specific question.

156

00:27:22.780 --> 00:27:29.219

Fernando Monge: That, I don't see that many, or oftentimes, the process gets blocked in that, and that makes...

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00:27:29.620 --> 00:27:34.379

Fernando Monge: seems silly, but I do think that it's really, really important. Because otherwise.

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00:27:34.910 --> 00:27:38.240

Fernando Monge: Especially when there's no trust, you kind of build, like...

159

00:27:38.740 --> 00:27:55.969

Fernando Monge: you ask for a lot of data, then, like, people resist because they're worried what data I'm gonna share, for what purposes, what's gonna happen with this data. So, to me, like, to start is articulate very clearly what is the question that I want to respond, for what purposes, and then what is the data that I need for that?

160

00:27:56.500 --> 00:28:08.970

Fernando Monge: And building on that, start building trust and bring others along. I... in my experience, that's the best way to approach data sharing and unlock opportunities, both internally, but also externally within the city.

161

00:28:10.720 --> 00:28:20.799

Freddie Price: Brilliant, thank you. Greg, I'm going to come to you next, but before I do so, I just want to remind everyone, please do ask the speakers questions in the Q&A tab at the bottom of your

162

00:28:20.880 --> 00:28:33.139

Freddie Price: screens. We have a few questions that have been pre-submitted as well, but really encourage you to, you know, tap these three great speakers up for their expertise as well, in the Q&A section that we'll have.

163

00:28:33.140 --> 00:28:44.729

Freddie Price: After this, so just a reminder there. But, Greg, I'll come to you. With limited time and capacity, how should public servants prioritize which data to focus on first?

164

00:28:45.870 --> 00:28:54.950

Greg Jordan-Detamore: Yeah, I think there's a few different things you can do. One is looking at external requests for data.

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00:28:55.330 --> 00:29:08.370

Greg Jordan-Detamore: This depends on how well you keep track of this, but many of the cities that I've worked with have records of, when the public is requesting certain data sets.

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00:29:08.460 --> 00:29:25.670

Greg Jordan-Detamore: And so, and the data on that might not be great, you know, it might be... it might not be super structured, it might be, so I worked with a city once where they were writing out by hand, like, the name of the department that the request for data was going to.

167

00:29:25.670 --> 00:29:38.289

Greg Jordan-Detamore: And so, you know, one day someone might write police, the next day they write police department, and the next day they write PD. But I... I ended up going through their data and sort of trying to standardize and whatnot. And then looking at

168

00:29:38.720 --> 00:29:46.010

Greg Jordan-Detamore: something as simple as, what are the departments that are getting the most requests for data? Because there's basically one department that accounted for

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00:29:46.470 --> 00:29:52.909

Greg Jordan-Detamore: probably at least 70 or 80% of the public requests for data. And then within that, it was really just a handful of data sets.

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00:29:53.040 --> 00:30:05.510

Greg Jordan-Detamore: And so, that was very useful for them to be able to prioritize those use cases, as Fernando was talking about. Like, what we're... we were looking at a cluster of related use cases that

171

00:30:05.560 --> 00:30:16.799

Greg Jordan-Detamore: For those data sets. And so, and then internally, that can be a little harder, because a lot of that is just coming as, like, emails between different people, or conversations.

172

00:30:16.940 --> 00:30:29.750

Greg Jordan-Detamore: But even if you were to just do a quick informal survey of people, you know, in a certain department, that's like, what are the top data sets that you get asked for by people in your department or other departments, and what are the top ones that you find yourself

173

00:30:30.710 --> 00:30:32.120

Greg Jordan-Detamore: Giving... er...

174

00:30:33.240 --> 00:30:36.900

Greg Jordan-Detamore: I think you see what I'm saying. The tough ones you ask for, and the tough ones you get asked for.

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00:30:37.420 --> 00:30:42.950

Greg Jordan-Detamore: And just focusing on just one, or two, or, you know, to start with.

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00:30:43.070 --> 00:30:46.099

Greg Jordan-Detamore: And seeing, you know, what are...

177

00:30:46.360 --> 00:31:01.429

Greg Jordan-Detamore: what are the results that we're able to get from, even just improving the sharing internally of that data, or improving the quality and the documentation and whatnot, and then using that to help build momentum toward more things.

178

00:31:01.580 --> 00:31:10.510

Greg Jordan-Detamore: Especially, I saw someone mention in the chat, like, the central IT agency blocking access by department, so, like, big, big challenges like that are, like.

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00:31:10.520 --> 00:31:22.019

Greg Jordan-Detamore: Important to get over, but maybe down the road, and so if you can start having some proof points of how interdepartmental data sharing is useful, hopefully that can help.

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00:31:22.160 --> 00:31:26.329

Greg Jordan-Detamore: Make the case for being able to do so more freely.

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00:31:28.910 --> 00:31:43.919

Freddie Price: Brilliant, thank you. Avat, I'll come to you, and I'll ask you a similar question to Fernando. If someone wants to access a dataset held by another team, but within government, how should they approach that as a conversation?

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00:31:45.370 --> 00:32:01.859

Ewout Runhaar: Yeah, this is... this is, this is one of the key things to do. So, I would say build the relationship. We've said that before already. So, build relationships, but also understand, the incentives for that team to unlock their data for you.

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00:32:01.900 --> 00:32:07.530

Ewout Runhaar: And, share your incentives in a certain way, because often you will find common...

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00:32:07.600 --> 00:32:16.640

Ewout Runhaar: interests, on, on, you know, like, you can help each other, with, with, with unlocking, your data.

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00:32:16.660 --> 00:32:32.829

Ewout Runhaar: And there is, I think, a broader sense necessary, and that could also be a conversation starter. It's like, you have to align on shared value. So what kind of city, for example, would you like to be? What kind of government would you want to be? Can also mean that

186

00:32:32.830 --> 00:32:45.140

Ewout Runhaar: can also be an open to a conversation on, can I share... can I use your data, and can we share each other's data in order to provide a better view on what's happening and what's necessary?

187

00:32:45.140 --> 00:32:57.020

Ewout Runhaar: So, that's also, you know, to add to what Craig ended with, like, I'm blocked by IT. Well, I am part of that IT department of Amsterdam, right? So...

188

00:32:57.020 --> 00:33:02.070

Ewout Runhaar: And what I tell my people, my data specialists, my data scientists.

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00:33:02.170 --> 00:33:10.539

Ewout Runhaar: my data teams. It's like, go and understand what this government is trying to achieve in this society.

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00:33:10.540 --> 00:33:23.869

Ewout Runhaar: And then, on that value, start working back from there, like, what data is needed in order to understand which way we need to go, or what data is needed for a better operation. You know, there's all kinds of...

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00:33:25.260 --> 00:33:35.479

Ewout Runhaar: value to be gained if we share data. And if you can start a conversation with a certain team, say, like, look, you have data

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00:33:35.480 --> 00:33:51.589

Ewout Runhaar: on how full these, trash bins are all over the city. You have that data, and you use it for your own operational process, which is great, but we also would like to use that to understand, like, how do we perform

193

00:33:51.590 --> 00:34:07.859

Ewout Runhaar: in our, you know, creating equality in our city, you know? In all our neighborhoods, are we actually creating a city where every neighborhood has the same level of service from the city? And we need your data to understand that aspect of how good are we on

194

00:34:07.860 --> 00:34:19.100

Ewout Runhaar: Keeping the city clean, and we need to combine that with how good are we on keeping the city green, or, you know, making sure that public transport flows well.

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00:34:19.100 --> 00:34:37.090

Ewout Runhaar: we need to combine those things in order to say something about, you know, is every neighborhood on par with the rest of the city, or are we creating inequality with the way that we're serving the city? So, you should also be able to... I mean, it can help to think bigger on value, like what we are adding.

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00:34:37.540 --> 00:34:39.770

Ewout Runhaar: So that will be,

197

00:34:39.989 --> 00:34:52.329

Ewout Runhaar: something that I would say, like, try that. Build those relationships, align on shared value, understand each other's incentives, and I'm sure that you will be successful to find common ground there.

198

00:34:53.909 --> 00:35:10.989

Freddie Price: Fantastic, thank you. We are, actually doing well on time. I don't want to keep us between the audience questions. I can see a few flowing in, which is great. I might ask, one general question, not to put you all on the spot before

199

00:35:10.989 --> 00:35:30.869

Freddie Price: we head to the Q&A. So just going back to the poll question that we had earlier, obviously we had a lot of people saying, that the data culture, data sharing culture in their local government was willing but blocked by systems. Appreciate that, you know, don't have any of the more specifics for all of those respondents, but...

200

00:35:30.869 --> 00:35:40.759

Freddie Price: If you had any sort of general advice for those people, what would your recommendations be to someone who's operating in that kind of culture?

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00:35:40.849 --> 00:35:49.569

Freddie Price: that's an open question, I don't want to, pick on anyone, but if anyone feels... feels like they want to answer that... Avat, I can see you've come off mute. I'll go to you first.

202

00:35:49.570 --> 00:35:56.520

Ewout Runhaar: I can, I can try. So this is something, you know, this often is... you need to break some boundaries here and there.

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00:35:56.520 --> 00:36:10.670

Ewout Runhaar: there is control structures in place, especially from IT, but let's, for example, focus on privacy and security, which is a worry in a lot of data sets that contain personal information, right? So,

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00:36:10.800 --> 00:36:18.620

Ewout Runhaar: This is something that, that, also in our city, in the European Union especially, we have very strict legislation on this.

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00:36:18.620 --> 00:36:42.750

Ewout Runhaar: This is something that I actually actively try to use to argue that we should professionalize the way that we store data on our shared platform, because we have privacy and security by design. We can help everybody to understand what is the data inside, and how do we comply with these legislations. So there is a way to use certain...

206

00:36:42.840 --> 00:37:00.749

Ewout Runhaar: legislation or structures that can block you to use it in your advantage by saying, like, look, we are aware of this and that you don't want to share your data because

you're worried about privacy. However, we have a governance in place and a system that is compliant with all these things.

207

00:37:00.750 --> 00:37:03.959

Ewout Runhaar: So we can build trust that way. So...

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00:37:03.960 --> 00:37:22.319

Ewout Runhaar: I'm not sure if that... that is probably one of the many different structures that block people from... or that people experience. Like, look, people are willing to, but they can't share their data. This is probably one of those. There's more of... more that I can think of right now, but maybe Craig or Fernando have examples.

209

00:37:22.340 --> 00:37:25.640

Ewout Runhaar: On how to, to deal with the other ones.

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00:37:29.340 --> 00:37:29.760

Freddie Price: Yeah.

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00:37:29.920 --> 00:37:31.410

Greg Jordan-Detamore: That's great.

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00:37:31.410 --> 00:37:33.970

Freddie Price: Nice to... yeah, sorry, Greg, you go, you go.

213

00:37:34.710 --> 00:37:36.149

Greg Jordan-Detamore: Could you repeat the question again?

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00:37:36.960 --> 00:38:01.910

Freddie Price: Yeah, go for it. So just on the poll that we had at the beginning on how is the data culture like within the people in the rooms, local government, a lot of respondents said that the culture was willing, but they often find that they're blocked by systems and processes. So, any sort of general advice for people in that position?

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00:38:01.910 --> 00:38:02.710

Freddie Price: position.

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00:38:06.300 --> 00:38:07.739

Greg Jordan-Detamore: Oh, Fernando, are you gonna go?

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00:38:08.570 --> 00:38:11.520

Greg Jordan-Detamore: Oh, I was just gonna say, I think,

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00:38:11.900 --> 00:38:18.960

Greg Jordan-Detamore: getting... sitting people down at the table together. It sounds very basic, but, like, really...

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00:38:19.140 --> 00:38:22.230

Greg Jordan-Detamore: just sort of, A, general relationship building.

220

00:38:22.340 --> 00:38:24.090

Greg Jordan-Detamore: B...

221

00:38:24.230 --> 00:38:41.839

Greg Jordan-Detamore: getting... really helping people... for example, if it's an issue of a central IT department that's kind of, like, blocking all sorts of things, like, getting them to see what the impacts are of that on people in other departments. Like, I've...

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00:38:42.380 --> 00:39:02.130

Greg Jordan-Detamore: a couple months ago, I did a site visit where the people in a certain agency had these, like, very hacky workarounds, and just because the central IT department blocked them from doing anything, the things they actually need, which I think that could be really eye-opening for the people from the IT department to see if they were there, you know, seeing what I was seeing.

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00:39:02.270 --> 00:39:13.790

Greg Jordan-Detamore: Especially, yeah. And so... but also, you know, in the other direction, you know, helping, trying to really listen and understand what are the concerns of people.

224

00:39:13.790 --> 00:39:28.269

Greg Jordan-Detamore: in, in agency... central IT departments or other agencies that may be blocking things. A lot of times, it is, as I just mentioned, things like privacy and security, and so really digging into, you know, making sure those issues do get addressed.

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00:39:28.400 --> 00:39:33.400

Greg Jordan-Detamore: And also, capacity is just a big one. Like, honestly, for departments that are...

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00:39:33.820 --> 00:39:46.659

Greg Jordan-Detamore: capacity constrained. A lot of times, it's just, like, no new things, nothing, no... nothing, like, we're... we're underwater just trying to deal with what we have right now, and we don't have the time or,

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00:39:47.080 --> 00:39:55.689

Greg Jordan-Detamore: you know, the ability to focus on doing all these new, exciting things, and so, trying to see if there might be ways of dealing with that or addressing that.

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00:39:58.060 --> 00:39:59.610

Freddie Price: Fantastic, thank you.

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00:40:00.470 --> 00:40:01.860

Freddie Price: Fernando, you go.

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00:40:02.210 --> 00:40:06.449

Fernando Monge: Okay, yeah, I might... my impression is that,

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00:40:07.430 --> 00:40:16.259

Fernando Monge: like, although we say that we're blocked by systems, I think for me, usually this is a people issue, not a system issue.

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00:40:17.990 --> 00:40:19.529

Fernando Monge: Otherwise, I don't...

233

00:40:19.810 --> 00:40:33.679

Fernando Monge: understand why city governments are able to access data from all the vehicles, for example, that are running around in the city, right, in real time. That can be potentially, you could say, very, very...

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00:40:33.680 --> 00:40:45.290

Fernando Monge: sensitive from privacy perspective. But, technically, the governments have been able to, and also companies, to come to a way to share that data, where technically

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00:40:45.320 --> 00:40:50.240

Fernando Monge: they're being able to share it, right? So, to me, that tells me that

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00:40:51.140 --> 00:40:58.729

Fernando Monge: Yeah, privacy and security are often put as, oh, I cannot do it, and that's... it's the perfect reason to put it out there.

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00:40:58.950 --> 00:41:00.050

Fernando Monge: But...

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00:41:00.270 --> 00:41:07.370

Fernando Monge: if this has been overcome in that context, I'm sure it can be overcome in other contexts. I'm not saying that that's easy, by any means.

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00:41:07.640 --> 00:41:22.250

Fernando Monge: I do think that starting with the value and aligning incentives is critical. But if you're able to do that and you focus on that, then you're able to unlock many things. So I do think that thinking hard, not about the systems and the blockers, but

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00:41:22.660 --> 00:41:26.550

Fernando Monge: The value and aligning the incentives, and really pushing hard in that.

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00:41:26.740 --> 00:41:28.750

Fernando Monge: And then, once you have that, then...

242

00:41:28.920 --> 00:41:34.020

Fernando Monge: ask 3 times why it cannot be done, but why... but why? I'm sure that there are...

243

00:41:34.140 --> 00:41:42.149

Fernando Monge: Fewer reasons, based on privacy and security than what you could anticipate just by the first reaction from other colleagues.

244

00:41:45.880 --> 00:41:46.500

Freddie Price: Brilliant.

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00:41:46.500 --> 00:41:47.769

Greg Jordan-Detamore: Can I add one other question?

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00:41:47.770 --> 00:41:50.770

Freddie Price: Ava, go for it. Yeah, just regret it.

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00:41:50.770 --> 00:41:53.280

Ewout Runhaar: Oh, sorry,

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00:41:53.280 --> 00:41:53.870

Freddie Price: Hey, what are you?

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00:41:54.440 --> 00:41:55.249

Freddie Price: We'll get to go, yeah.

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00:41:55.250 --> 00:42:12.409

Ewout Runhaar: Alright, I just wanted to add one point here to what Fernando also said, and Craig before as well. If you do not succeed in aligning on value, in, you know, opening up a certain thing that is blocking you in the system.

251

00:42:12.490 --> 00:42:25.840

Ewout Runhaar: don't hesitate to make it political. We are a government that has politicians above it, normally, so... and they have goals, and they are elected, and I'm sure that what you're working on and trying to achieve

252

00:42:25.840 --> 00:42:40.880

Ewout Runhaar: could be, it could be necessary to make it political. You know, we need to, to not be afraid to make it political, because that's what, what politics are for, also, in this, in this, in these governments.

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00:42:43.480 --> 00:42:44.460

Freddie Price: Fantastic.

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00:42:45.640 --> 00:42:58.929

Greg Jordan-Detamore: And, I was just gonna say, I think another thing can be thinking about the cost versus benefit. So something that I've done with a lot of governments is, like, mapping out, like, in two dimensions, the question of

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00:42:59.050 --> 00:43:05.999

Greg Jordan-Detamore: It was, like, different use cases that they were going to try to pursue, related to data improvement.

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00:43:06.230 --> 00:43:21.379

Greg Jordan-Detamore: like, how feasible is it versus how impactful is it? And sometimes, the things that, you know, you want that are really impactful are just not very feasible for now, and so I think in a lot of cases, it may make sense to prioritize something that's, like.

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00:43:21.600 --> 00:43:32.110

Greg Jordan-Detamore: somewhat impactful, but very feasible, over something that's more impactful, but much less feasible. And again, using the positive,

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00:43:32.190 --> 00:43:43.819

Greg Jordan-Detamore: Results and benefits that you get from that to help build momentum for dealing, or addressing those bigger structural barriers to the things that are more impactful, but much more difficult.

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00:43:46.100 --> 00:43:59.860

Freddie Price: Brilliant. Thank you, Greg, and thanks to all of you. We'll now move on to the Q&A. We've got some great ones, live. So, I will maybe pose this first one, Fernando, to you, but...

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00:43:59.860 --> 00:44:14.349

Freddie Price: with all of these questions, please, anyone, jump in if there's something that you want to add. The first one is, what suggestions do you have for encouraging and open data team members to prioritize sharing their data with the public?

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00:44:14.400 --> 00:44:26.340

Freddie Price: So this person is in the process of publishing datasets to the Open Data Portal, but some departments are stuck on the inventory phase of the project. Fernando, or maybe...

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00:44:26.840 --> 00:44:28.170

Freddie Price: Pass that to you.

263

00:44:29.870 --> 00:44:31.490

Fernando Monge: Great,

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00:44:31.810 --> 00:44:48.289

Fernando Monge: So, maybe it's, like, since there's a stack on the inventory phase, sometimes, like, if you're trying to do, too much, and map everything, and make sure that all the data in your department is gonna comply with all the security, with all the privacy, you're gonna get stuck in that.

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00:44:48.370 --> 00:45:01.569

Fernando Monge: So maybe an approach could be, oh, let's select one that is the less sensitive, but also, I really love what Greg just said, right, in terms of cost-benefit. You could think about that in terms of, like, how easy it is

266

00:45:01.940 --> 00:45:14.219

Fernando Monge: to partly some of the data pieces that we have in the... or they have in the art department, from a feasibility, because it's not very sensitive, or it's low in the sensitive side, but also very high on the value side, in terms of

267

00:45:14.660 --> 00:45:26.729

Fernando Monge: maybe, having other, like, other departments use that, or citizens, or groups, and I think that maybe identifying that, rather than trying to map out everything, like, trying to identify that database.

268

00:45:26.730 --> 00:45:34.750

Fernando Monge: And then building momentum... momentum out of that, both within the team. I'm sure that if a team is able to do that, figures out, like, figures out.

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00:45:34.750 --> 00:45:50.169

Fernando Monge: like, the specificities of releasing that data, like, that database or that data set. And also, they get feedback from other colleagues. Oh, how useful was this data for this particular purpose, or, like, some organization. I'm sure that that's gonna unlock a lot of

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00:45:50.570 --> 00:45:59.649

Fernando Monge: interest and motivation. So, yeah, so I would start from, like, again, small and focusing on value versus feasibility or cost.

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00:45:59.860 --> 00:46:07.480

Fernando Monge: And starting with Rule 1, rather than trying to map out everything and have everything ready before you actually release all the data at once.

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00:46:11.690 --> 00:46:22.650

Freddie Price: Fantastic. I'll go to the next question, Avak, maybe I'll pass this one over to you. What do we do when public data is disappearing for political reasons?

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00:46:25.930 --> 00:46:28.719

Ewout Runhaar: Oh, wow.

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00:46:29.010 --> 00:46:38.369

Ewout Runhaar: So, I'm assuming that we mean that we publicize data openly, however, our politicians chose to take it away, because it can be maybe...

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00:46:38.540 --> 00:46:46.580

Ewout Runhaar: Hurtful, information, you know, on the... or maybe a difficult reflection on how their policies are working out.

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00:46:46.700 --> 00:46:57.910

Ewout Runhaar: This is a... this is a very tough one. I believe that,

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00:46:58.000 --> 00:47:03.319

Ewout Runhaar: The data can be a blessing and a curse, and, you know, if you have...

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00:47:03.340 --> 00:47:17.449

Ewout Runhaar: If you're so successful in publishing your data that you are actually pointing out certain problems that... for the whole public to see, which impacts your political government.

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00:47:17.450 --> 00:47:33.150

Ewout Runhaar: then, yeah, this can happen. And what can be done about this, I told in the beginning of this conversation, I spoke about that how long it takes to become, you know, a good data system, especially as a local government, this is very...

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00:47:33.180 --> 00:47:43.690

Ewout Runhaar: Very important to keep in mind. Your data points may need, for example, a combination with other data points in order to be published in a way that it can still deliver value

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00:47:43.690 --> 00:48:01.989

Ewout Runhaar: or maybe a different aggregate level in order to... that you can still use it in a certain way without having the current political impact. That would be ways that I would try to find, like, okay, maybe we can present this in a different way. However, you need to stick to your objectivity, and maybe sometimes, you know.

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00:48:01.990 --> 00:48:14.449

Ewout Runhaar: bite the bullet, like, okay, this is, unfortunate, let's... let's wait until the next elections and see if we can restart in a certain way. But yeah, this can happen, and it's very difficult, obviously, yeah.

283

00:48:15.890 --> 00:48:35.720

Freddie Price: Yeah, appreciate that's a sensitive one. Thank you, Avat. Greg, I'll come to you next. What is the role of having a central strategic plan to drive data sharing in your experience? Or does the strategic plan come after a few pioneers demonstrate the value of unlocking data?

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00:48:35.730 --> 00:48:45.380

Freddie Price: And then there's a comment about the block is from the poll, but I think we've sort of covered that. So yeah, what's the role of having a central strategic plan to drive data sharing in your experience?

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00:48:47.250 --> 00:48:54.550

Greg Jordan-Detamore: Yeah, I... I have a lot of thoughts on strategic plans. I think I both... It's...

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00:48:55.190 --> 00:48:57.040

Greg Jordan-Detamore: It's both very helpful.

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00:48:57.880 --> 00:49:04.920

Greg Jordan-Detamore: And also... It can be easy for a strategic plan to feel like a sort of abstract, like.

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00:49:05.070 --> 00:49:08.390

Greg Jordan-Detamore: In the clouds, like, theoretical thing that's, like.

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00:49:08.720 --> 00:49:18.890

Greg Jordan-Detamore: for people who are just working, especially at a more operational level, it's like, well, what is this... does this feel so disconnected that, like, what does this have to do with what I'm doing?

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00:49:20.770 --> 00:49:29.960

Greg Jordan-Detamore: And obviously, if it's a good strategic plan, it should make clear, you know, what it has to do with all these kinds of things. But I think,

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00:49:30.150 --> 00:49:34.699

Greg Jordan-Detamore: And relating to some of the things I've been saying before about prioritization and building proof points, like.

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00:49:35.020 --> 00:49:40.619

Greg Jordan-Detamore: Sometimes, it can be that doing small, sort of,

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00:49:40.760 --> 00:49:48.330

Greg Jordan-Detamore: Pilot projects or demonstrations or whatever that can help people see something tangible can help

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00:49:48.530 --> 00:50:06.700

Greg Jordan-Detamore: then make a strategic plan that comes after that more understandable, in the sense of, like, okay, this thing that we did at a small scale, or that we tried out here, like, this is how we can conceptualize what this would look like across the entire organization. And so, sometimes doing those

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00:50:06.730 --> 00:50:25.020

Greg Jordan-Detamore: Having sort of more tactical or tangible things first can help make the strategic plan then make a lot more sense and feel more relevant and impactful in terms of, like, what is needed to scale these small things up to a much larger scale and

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00:50:25.080 --> 00:50:26.960

Greg Jordan-Detamore: Deeper within the organization.

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00:50:27.980 --> 00:50:29.720

Greg Jordan-Detamore: Does that make sense?

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00:50:29.720 --> 00:50:37.019

Freddie Price: Yeah, absolutely, and that's great. I will ask the next question to Avat, but I think, actually you could all

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00:50:37.020 --> 00:50:52.529

Freddie Price: give different spins on this, so please do jump in, if you would like. Assuming there is a willingness and alignment on sharing data among business units and teams, how do you centralize data such that it becomes cohesive and centralized

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00:50:52.530 --> 00:51:03.630

Freddie Price: for combined analysis and reporting, especially with AI. Where should all the data reside? Avat, I'll go to you first, but please do jump in if you'd like.

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00:51:04.780 --> 00:51:19.359

Ewout Runhaar: Right, well, so you need a common data architecture, you need a strategy, a shared strategy, and a shared technical platform, basically. So, we currently are using,

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00:51:19.360 --> 00:51:27.080

Ewout Runhaar: Azure and Databricks, for example, as our tooling to build our data platform that everything can...

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00:51:27.170 --> 00:51:44.050

Ewout Runhaar: can go to, and we agreed on, for example, currently using Power BI as the analysis tooling, so that we can create a self-service, you know, for teams that want to use and analyze data that we publish there in a way. So that's...

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00:51:44.120 --> 00:51:55.420

Ewout Runhaar: That's something that we're trying to do right now in Amsterdam. However, we are trying to do that in a way which is important. We are now currently using these technologies

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00:51:55.420 --> 00:52:15.230

Ewout Runhaar: However, we're trying to do it in a way that we can also move it to a different supplier in the future. So, you know, we design it in a certain way so that we are not locked into a certain vendor. This is critical. You need to think long, long-term on these if you try to create, like, a data platform.

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00:52:15.230 --> 00:52:18.850

Ewout Runhaar: In a certain way, so your architecture is very key here.

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00:52:21.390 --> 00:52:36.700

Ewout Runhaar: So that's... that's basically what you need to do, and you need to have a good data governance centralized as well. Like, you need to agree on the get governance, have agreements on who... where's the ownership, you know, what is the... who's responsible for the quality.

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00:52:36.700 --> 00:52:50.739

Ewout Runhaar: Those things need to be, need to be in place, and again, this, you know, depending on how large your government is, this could take longer or much longer before everything is in place, yeah.

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00:52:52.770 --> 00:52:54.599

Fernando Monge: Can I jump in into this?

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00:52:54.600 --> 00:52:56.290

Freddie Price: Yeah, of course, yeah.

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00:52:56.590 --> 00:53:08.330

Fernando Monge: A couple of reflections. First one, I do agree with, this needing to, like, the governance to be very, strong, I don't know if, like, centralized, but really agreed upon. I wonder whether the...

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00:53:09.450 --> 00:53:27.510

Fernando Monge: the data and the technological platform has to be centralized, though. I mean, I do think that in some contexts this makes sense. For example, I know also, like, Amsterdam Hamburg has a great urban data platform, right? Very well resourced, they have this, like, they manage their catalogs, they do have, like, also a

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00:53:27.550 --> 00:53:35.389

Fernando Monge: regulatory tool within the city where they can request or mandate other departments to share the data via APIs. They maintain, like, a list of

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00:53:35.390 --> 00:53:56.049

Fernando Monge: like a catalog of APIs, and this is centralized in the Urban Data Platform Unit, but they are, like, they have a lot of, like, resources, concentrated resources as well. So, depending on the context, maybe, technological concentration might not be the best choice. I just wanted to say that, right? And also, especially given, kind of like.

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00:53:56.370 --> 00:54:03.829

Fernando Monge: the path dependencies that you can create technologically, if you depend on, like, a very rigid architecture. And then the other one is, like, with AI,

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00:54:03.960 --> 00:54:13.200

Fernando Monge: It seems that actually having access to data, not to, like, the structure of the data, but actually how do you organize and govern

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00:54:13.350 --> 00:54:15.440

Fernando Monge: The access to its data

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00:54:16.390 --> 00:54:23.640

Fernando Monge: it's much more important than really having everything, like, in a very rigid infrastructure and architecture, right? So...

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00:54:23.640 --> 00:54:39.460

Fernando Monge: Yeah, I just wanted to share that, because I do think that that's also, like, you can't get into very, like, in a path dependency if you try to centralize everything, especially how, like... I mean, you don't have the resources to manage that and to control that path moving forward.

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00:54:40.360 --> 00:54:40.800

Ewout Runhaar: So...

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00:54:40.800 --> 00:54:41.440

Freddie Price: Fantastic.

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00:54:41.650 --> 00:54:42.340

Ewout Runhaar: Gonna add to.

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00:54:42.340 --> 00:54:43.010

Freddie Price: Yeah, go for it.

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00:54:43.150 --> 00:54:48.220

Ewout Runhaar: So this is critical, so this is really a good point that Fernando's making.

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00:54:48.220 --> 00:55:09.340

Ewout Runhaar: So don't stare down, or don't focus on just building one technical platform and have everything land there, no. That's also necessary for all the data that you produce, perhaps yourself, in a certain way. For part of that, it can be useful to have your own data platform and have that centralized, but it's only part of the answer. You should look to a broader

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00:55:09.340 --> 00:55:22.439

Ewout Runhaar: foundation, basically, that you use your data, which is external data, which is, you know, and it should be flexible and future-proven in the way that you build that architecture. So, that's a very good point that Fernando's making here, and I believe that

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00:55:25.150 --> 00:55:34.170

Ewout Runhaar: still, you need to have a certain agreement on, okay, what do we use, when do we use, what type of data? That's basically the level that you need to agree upon.

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00:55:34.210 --> 00:55:47.330

Ewout Runhaar: And for a certain amount of data that you are working up yourself, that you are responsible yourself for the quality, that could be useful to unlock it on a centralized platform, which should be part of a multi-platform approach, basically.

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00:55:49.810 --> 00:56:13.930

Freddie Price: Brilliant. Thanks so much, Avat. I think that's all we have time for, but I know there's a lot of other burning questions as well, so please do, if you have more questions, hop over to the local government community that I mentioned, and feel free to ask them there. We'd love to kind of keep this conversation going. I'd like to ask you all to join me in giving Greg, Avat, and Fernando a virtual round of applause. I think you'll agree they've

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00:56:13.990 --> 00:56:33.849

Freddie Price: shed some incredible wisdom today, and so, there we go. Thanks so much to all of you. I'd also like to thank you, the attendees, for investing in your learning. I mean, being so engaged in this topic, appreciate it. It's a difficult thing to find time for learning sometimes, so, well done. You did it.

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00:56:33.850 --> 00:56:50.630

Freddie Price: Just before we wrap up, I want to let you know that we've also curated a great follow-on resource to today's topic that we think you'll find useful. It's an article from two of today's speakers exploring the human and governance work behind unlocking shared data and turning it into public value.

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00:56:50.630 --> 00:57:06.920

Freddie Price: If you want to receive the link to that, go to the local government community that I mentioned, and leave a comment on the post that's pinned at the top of the page. We'll send you a link to that after the event as well. My colleague, has also just posted that in the chat.

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00:57:07.440 --> 00:57:23.529

Freddie Price: Brilliant! Okay, well, just to close this out, the team's gonna pull up one more quick poll, just to find out how you felt about today. This is really appreciated. It helps us continue to improve our content, and incorporate, you know, the feedback that you have, so...

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00:57:23.910 --> 00:57:27.520

Freddie Price: I will let you all...

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00:57:27.740 --> 00:57:40.359

Freddie Price: fill that in now, and just while you do so, I want to share a few more events that we have coming up that you can register to join us at again soon. And a reminder that, you know, if you're not able to join live.

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00:57:40.360 --> 00:57:49.920

Freddie Price: you can always register to get the recording and catch up whenever suits you. So, we have tomorrow, an event on communicating more strategically at work.

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00:57:49.990 --> 00:57:58.740

Freddie Price: On making your ideas land with decision makers. Next week, we have Futures Thinking Fundamentals for Busy Public Servants.

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00:58:00.410 --> 00:58:13.239

Freddie Price: And that's on using practical foresight methods to deal with everyday uncertainty. And then next month, we have, how to win budget approval. So that's on building a funding case around outcomes

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00:58:13.240 --> 00:58:20.790

Freddie Price: and value. And thanks so much to everyone who's just filled in the poll as well. Please do continue to do so.

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00:58:20.910 --> 00:58:34.190

Freddie Price: I think that's all we have time for today, but thanks again for joining. We hope you found it helpful, and we want to say a huge thank you again to our speakers, and to everyone who's made today happen, and again to you all.

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00:58:34.190 --> 00:58:42.660

Freddie Price: Keep an eye out for that email coming your way with the recording for today and the resources I mentioned, and don't forget to find my post in the community.

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00:58:43.560 --> 00:58:51.830

Freddie Price: Again, we hope to see you at an apolitical event very soon, but yeah, until then, have a great day, and goodbye. Thanks so much to you all.

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