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Introduction

On the 1st of March 2016 we published our City Data Strategy. “Data for London” is based around the central action of developing a City Data Market, and sets out to make a reality of the following vision:

“We want London to have the most dynamic and productive City Data Market in the world. In our City Data Market, the capabilities, talents and capacity of all our city data partners will impact on our huge social, economic and service-based challenges. To make this happen, friction in the sharing and value-driven exploitation of city data will be reduced to a minimum. City data will be recognised as part of the capital’s infrastructure. We will use it to save money, incubate innovation and drive economic growth. And London will achieve global renown for data impact.”

This document is a summary of a much more detailed implementation plan we are willing to share with those who are sufficiently interested. It has been put together to realise the priority actions we have set out in our strategy and which were grouped under our 6 key Strategy Themes, all of which have in mind our desire to deliver maximum benefit from city data. This summary implementation plan provides a clear view of the links between the various tasks and priorities for action across the near, medium and long term.

In implementing the City Data Strategy, we will see to it that data activities are better aligned with a wide range of city policy areas including the London Infrastructure Plan, the London Energy Plan, the broader Smart Cities agenda, and the provision of digitised and data-driven public services.

It is intended to show how the GLA intends to work alongside our partners in a City Data Value Network to deliver a new city data infrastructure which:

- Creates a data economy which is less fragmented and complex for data creators (London’s public services, utilities, private sector, citizens);

- Transforms current data management practices and develop a “sharing culture” that emphasises the exploitation of city data across the whole range of city policy settings and activities;

- Facilitates the exploitation of rich, interoperable and engaging cross-domain city to enable deep knowledge discovery, and the creation of new valuable integrated services; and

- Considers all vital building blocks of a functioning city data economy (business models, value networks, feedback loops, standards and licensing arrangements, efficient data governance).
Implementation Plan Outline

This implementation plan was built to actively integrate and mobilise all the ‘working parts’ of the city data economy and deliver a Data Marketplace in which London’s city data is fully exploited in a safe and secure fashion to deliver maximum social, economic, environmental and financial value.

It consists of a set of technical, policy, legal, financial, market and organisational actions and targets identified in the early stages of strategy development.

Given the complex nature of this strategy, this plan will evolve and monitoring and updating will be an ongoing process.

The Work Streams of this Implementation Plan

Six work streams are included in the “Data for London” implementation plan. A brief summary of each is provided here.

WS1: Programme Governance
Delivers strategic direction, communication, and ensure that interdependencies between work streams are effectively managed across a wide range of local and transversal partners working across the different work streams. The management of the project will be delivered through technical meetings, timed to coincide with the project plan, the milestones for deliverables and the overall timetable for the project.

WS2: GLA Resources Management (Technology & Finance)
Addresses funding and the procurement process of technology and solutions for the development of this strategy, and investments for developing new solutions in the long run.

WS3: Requirements and Specifications
Details our approach to integrated design and operation of city data, technology infrastructures and services. This work stream will produce the requirements specification document which captures standards, data models and requirements, as well as users and systems requirements throughout the city data supply chain (e.g. publication, management, distribution, consumption).

WS4: Business Models
Describes how we will support diverse business models and their associated policies, licenses and regulations for the open and commercial exploitation of city data. This work stream focuses on the development of new business and funding models in order to enable users to exploit new data-oriented business models and a data market to emerge.

WS5: Data Infrastructure Integration and Engineering
Implements a common, interoperable data infrastructure on top of the London Data Store, through the integration and development of new services and capabilities able to manage data at city-wide scale.
WS6: Strategy Monitoring and Evaluation
Ensures this strategy is aligned with London’s core strategic objectives and smart cities vision. This work stream will continuously assess the progress and related outcomes of our strategy using critical success factors related to the development of London’s Institutional, Social and Innovation Capabilities.
Implementation Plan

Our implementation plan includes three types of activities: **Value Network Tasks**, **Analysis Tasks**, and **Deliverables** in each one of the six work streams. The figure below illustrates the Data for London development roadmap and key milestones.

### STRATEGY 2016 - 2018

<table>
<thead>
<tr>
<th>Theme</th>
<th>Action</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Developing London's Data Market</td>
<td>Assess, plan and build a pan-London Centre of Data Innovation</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
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<td></td>
<td>Transform London Datastore in a ‘convening hub’ for data-led innovation</td>
<td>Q1</td>
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<td></td>
<td>Prioritise Use Cases</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
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<td>Prioritise Data sets</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
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<td></td>
<td>Promote release of data sets</td>
<td>Q4</td>
<td>Q3</td>
<td>Q2</td>
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<tr>
<td>Organising City Data for Impact</td>
<td>Inventory &amp; Assessment of GLA’s Technology Capability</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
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<td>City Data Monetisation Framework</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
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<td></td>
<td>Infrastructure Deployment</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
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<td>Data Services Deployment</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
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<td>Data for London Beta</td>
<td>Q4</td>
<td>Q3</td>
<td>Q2</td>
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<td>Recognising the Value of City Data</td>
<td>Consolidation of GLA’s Technology Capability and Visioning of Data for London</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
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<td>City Data Monetisation Framework</td>
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<td>Analysis of Cost and Complexity Drivers</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
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<td></td>
<td>Define Standards and License Models</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
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<td>Building Public Acceptance</td>
<td>Requirements Gathering (User’s Needs)</td>
<td>Q2</td>
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<td>Assess Privacy Protection Regulations</td>
<td>Q1</td>
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<td>Support the formation of Council of Data Ethics</td>
<td>Q4</td>
<td>Q4</td>
<td>Q1</td>
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<td>Active and Effective Governance</td>
<td>Establish GLA’s Value Network</td>
<td>Q2</td>
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<td>Q4</td>
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<td>Set up a ‘City Data Exchange’</td>
<td>Q1</td>
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<td>Vision and Experts Workshops</td>
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<td>City Data Management Requirements Elicitation</td>
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<td>Experts Workshops</td>
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<td>Q4</td>
<td>Q1</td>
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<td>Technology Road Map</td>
<td>Technology Assessment</td>
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<td>Release of WITAN</td>
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<td>Technology Deployment &amp; Early Assessment</td>
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<td>Release of Sharing Cities IoT Platform</td>
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<td>Data for London Alpha Version</td>
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<td>Data for London Beta Version</td>
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<td>Data for London Reference Architecture</td>
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<td>Data Infrastructure Requirements Specifications</td>
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<td>Data Infrastructure Roll Out</td>
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Legend:
- **Value Network Tasks**
- **Analysis Tasks**
- **Deliverables**
- Tasks carried out mainly by the GLA
- Tasks carried out in partnership with the GLA Value Network
We want to collaborate with you

We see the importance of empowering city data stakeholders to shape the data infrastructure and help the city authority to identify what resources are needed to create a prosperous city data marketplace. Our vision, therefore, recognise the need to steer a strong value network of partners who will provide the expertise needed to deliver an increase range of new and engaging data and digital services in London, and put in place the right standards and technology, and develop new profitable business models around city data.

We are certain of that we can collaborate in developing practical, citywide, and fair commercial models as well as scalable and reliable technologies to ensure that our data infrastructure is ready to meet future challenges and the increased demand for integrated city data and services.

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Other formats and languages
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Chinese
如果需要您所講版本的此文件，請致電以下號碼或與下列地址聯絡

Vietnamese
Nếu bạn muốn có bản nhận biết giọng nói của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

Greek
Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

Hindi
यदि आप इस दस्तावेज की प्रति अपनी भाषा में चाहते हैं, तो कृपया सिम्बलिक संबंधित नंबर पर फोन करें और अपना नाम दिये गये पत्र पर संपर्क करें

Bengali
আপনি যদি আকৃষ্ট হয়ে এই ধারণার ভাষায় এই দলের প্রতিলিপি (কপি) চান, তাহলে নিচের ফোন নম্বরে বা লিখনায় অনুরূপ করে যোগাযোগ করন।

Urdu
اگر آپ اس دستاویز کی نقل ایتنی زبان میں جاانتے ہیں، تو برائے کوئی نئی دلیل گی اپنے ہم کریں

Turkish
Bu belgenin kendi dilinizde hizmetlendirebilir miyim? Lütfen aşağıdaki telefon numarasını arayınız veya adresi başvurunuz.

Arabic
إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه.

Gujarati
જે તમારા આ દસ્તાવેજની નખળ તમારી ભાષામાં સ્વાગતી લોગ તો, માર્ગ કરી આફેઝ નબબુર ઉપર ફોન કરી અથવા નીચેના સરનામે લખી સાથે.