


# Increasing trust in data: could data trusts help?

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# Agenda

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1. ODI data trusts programme
  2. Findings
  3. What's next?



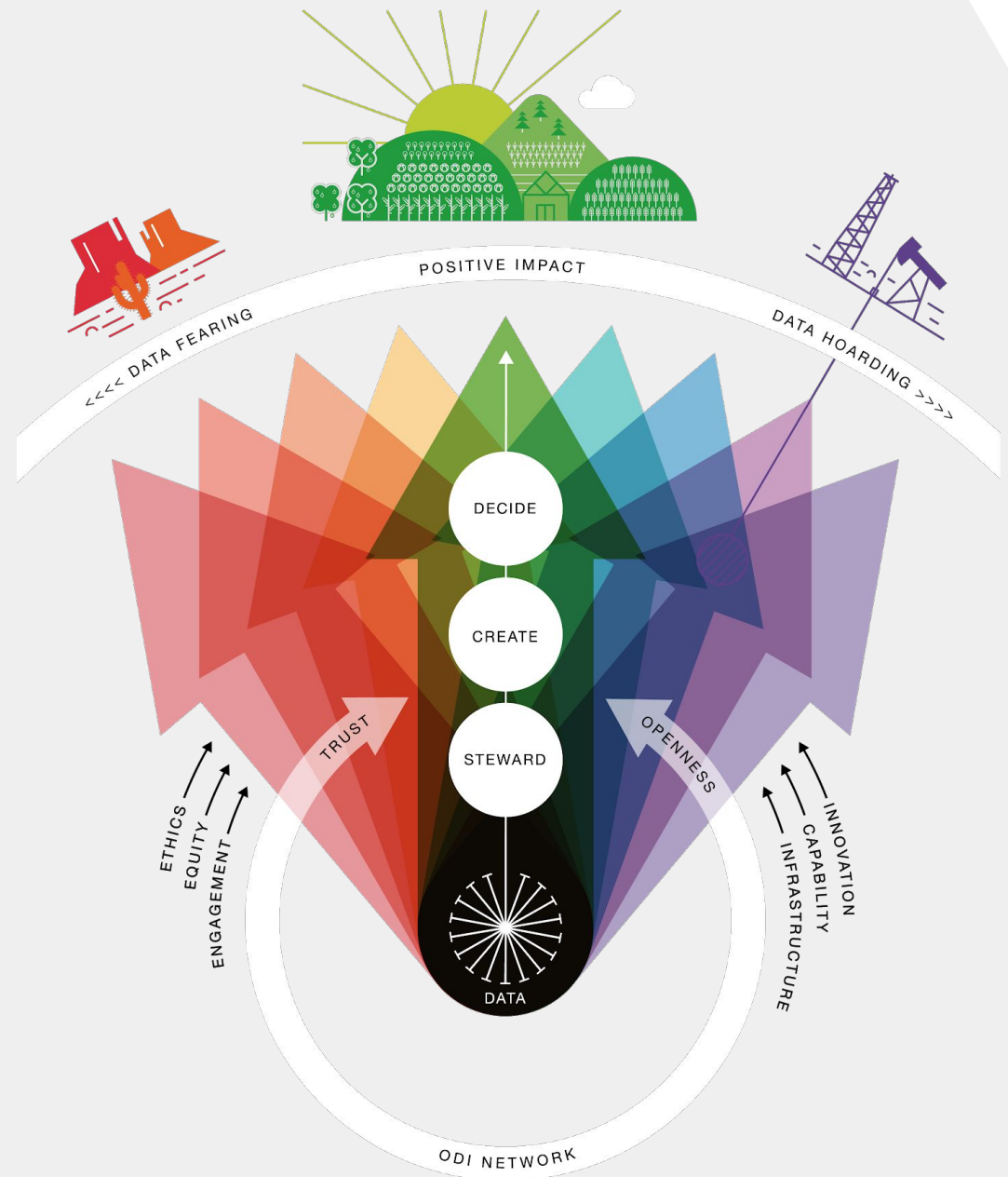
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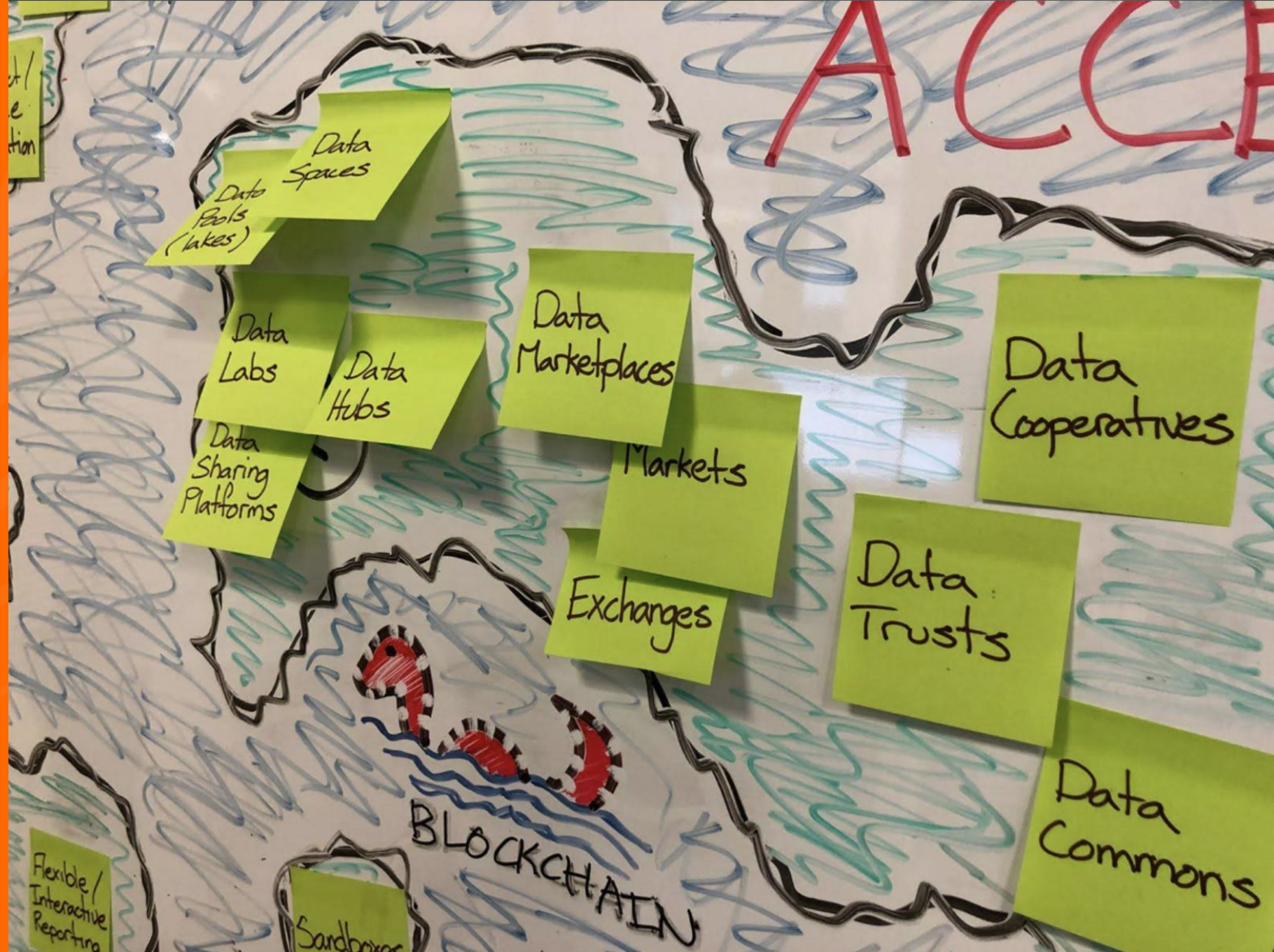
We need to increase access to data while preserving trust



There are a number of data access approaches



There is a family of collaborative approaches





Independent report

# Recommendations of the review

Published 15 October 2017

## Recommendations to improve access to data

1. To facilitate the sharing of data between organisations holding data and organisations looking to use data to develop AI, Government and industry should deliver a programme to develop Data Trusts – proven and trusted frameworks and agreements – to ensure exchanges are secure and mutually beneficial.

- 
- A data trust as a repeatable framework of terms and mechanisms.
  - A data trust as a mutual organisation.
  - A data trust as a legal structure.
  - A data trust as a store of data.
  - A data trust as public oversight of data access.

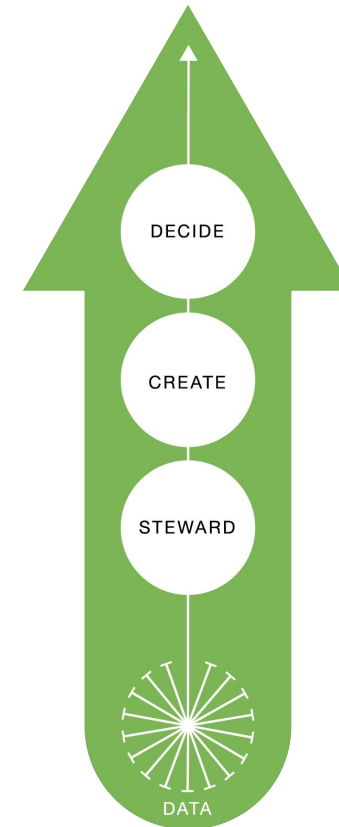


# Data stewards

Decide who has access to data, under what conditions and who can benefit from it.



POSITIVE IMPACT



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# What is a data trust?

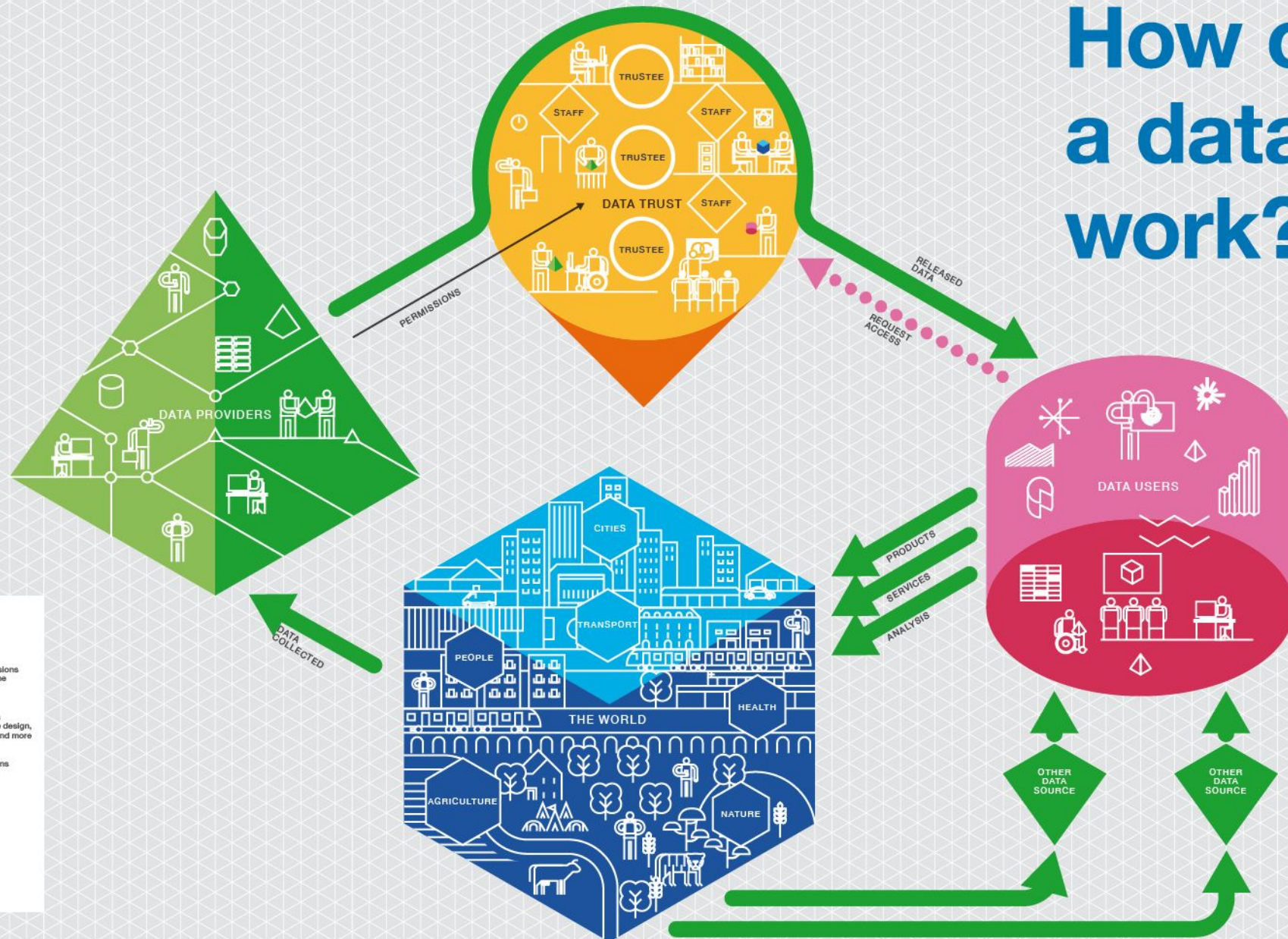
A legal structure that provides independent stewardship of data.

With data trusts, the organisations that collect and hold data permit an **independent** institution to make decisions about how that data is used and shared for an agreed purpose.

The **trustees** of the data trust take on responsibility for how data is used and shared and take on some liabilities. They must ensure these decisions support the purpose of the data trust and the benefits it is intended to bring.

While data trusts cannot take the form of ‘trusts’ in a legal sense, they use **legal structures** and forms that take their inspiration from them.

# How could a data trust work?



-  **DATA TRUST**  
A legal structure that provides independent stewardship of data
-  **TRUSTEES**  
Take on responsibility and liability to make decisions that support the purpose of the data trust and the benefits it is intended to bring
-  **STAFF**  
Enable the data trust to operate. May have skills including legal, compliance, technology, service design, engagement, communications, administration and more
-  **DATA PROVIDERS**  
Hold data. Permit the data trust to make decisions about how the data is used and shared
-  **DATA USERS**  
Use data stewarded by the data trust to create products, services and analyses
-  **DATA FLOW**
-  **PERMISSIONS**
-  **ACCESS REQUESTS**

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# Pilot projects to understand

1. the types of challenges that data trusts could be used to address, as well as their limitations
2. what 'a legal structure that provides independent stewardship of data' looks like in practice
3. how data trusts could be built and the process made more repeatable

# Pilots



## City

data about electric vehicle parking spaces and data collected by heating sensors in residential housing



## Food waste

food waste and sales data



## Illegal wildlife trade

image, acoustic and data acquired by officials at borders

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# Pilot methodology

A multi-disciplinary team undertaking (over three months):

- user research
- legal analysis
- designing decision-making processes
- technical architecture assessments
- data governance
- economic research
- assessing the viability of implementing data trusts

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# Setting up a data trust: potential benefits

- balance conflicting views and incentives
- reduce costs and skills needed to steward and share data
- make decisions that organisations make about data use and sharing more open, participatory and deliberative
- ensure data's benefits are distributed more widely, ethically and equitably
- create new opportunities for startups and emerging technologies



# Lessons (1/2)

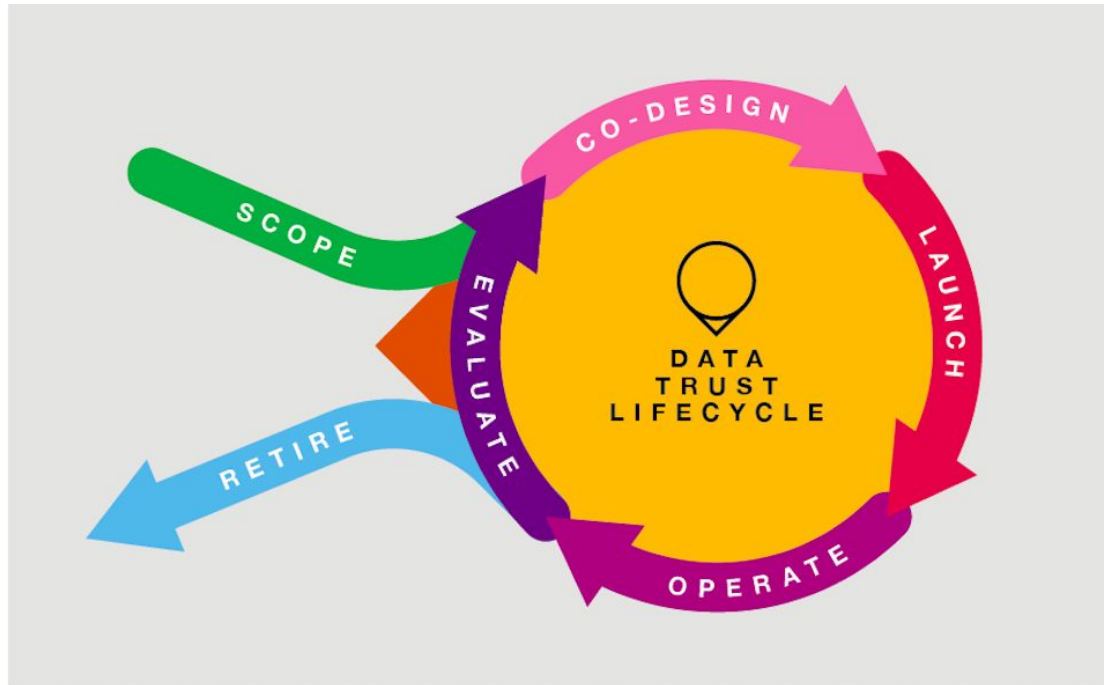
- We need to consider whether the term 'data trust' is appropriate
- **Data trusts should be created without using trust law**
- Data stewardship might not be recognised by relevant regulators
- **Data holders may find data trusts useful because they lack capability themselves**
- Scoping and co-designing requires significant commitment from data holders

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# Lessons (2/2)

- It is currently difficult to estimate the effort required to build or operate a data trust
- There is a huge appetite to trial data trusts
- **To be a trusted data steward, data trusts need powers over data users**
- Data trusts need a multidisciplinary team
- **There are still risks around technology-first solutions**

# Building data trusts



## Scope

Establishing what the problem is

## Co-Design

Designing a data trust collaboratively

## Launch

Building and implementing a data trust

## Operate

Maintaining and building on the initial structure

## Evaluate


Assessing effectiveness, including external evaluation

## Retire

Retiring a data trust if it has served its purpose

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# For people who want to create an enabling environment

1. Monitor the use and impact of data trusts
2. Develop tools to enable people and organisations to assess the trustworthiness of data trusts
3. Consider where data trusts should be mandated or funded

...

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# For data holders exploring data trusts

1. Ensure data trusts are an appropriate data stewardship approach to meet your goals
2. Use and improve the data trust life-cycle
3. Be trustworthy in how you collect, use and share data

...

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# For people who want access to data held by organisations, or are concerned about how it is held

1. Join forces with others to request access to data
2. Advocate for data trusts, and other models, over point-to-point data sharing agreements

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# Recommendations to GLA/ RBG

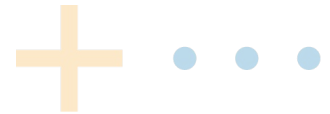
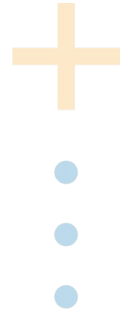
1. Define a clear purpose
2. Make sure the incentives to share data are understood
3. Start small and prove the need
4. Understand how citizens will need to be involved from the beginning

...





<https://theodi.org/article/data-trusts-gla/>



# Thank you

@jhardinges

@ODIHQ



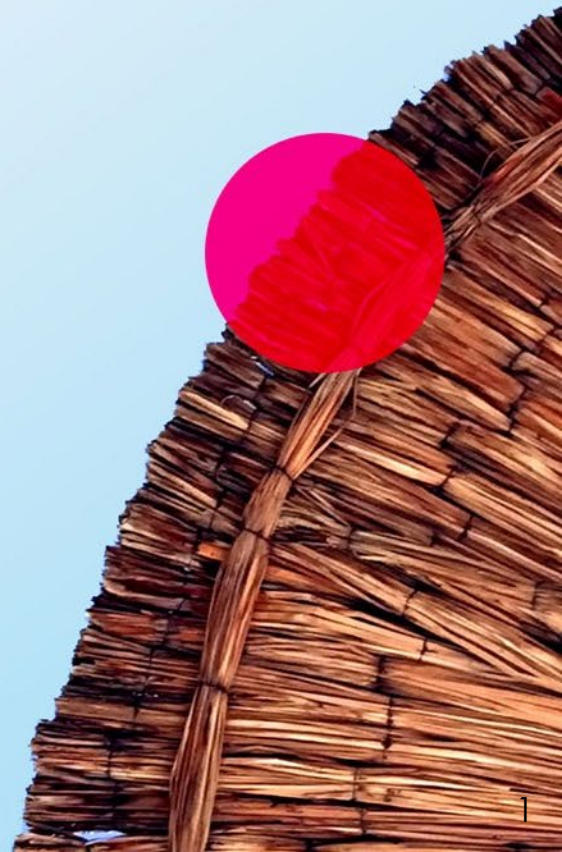


# City AI Ethics

## Smart London Board Update

@EddieACopeland

**nesta**



# 10 QUESTIONS TO ANSWER BEFORE USING AI IN THE PUBLIC SECTOR

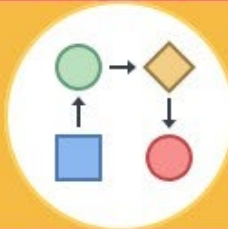
## OBJECTIVE

Why is the AI needed and what outcomes is it intended to enable?



## USE

In what processes and circumstances is the AI appropriate to be used?



## IMPACTS

What impacts - good and bad - could the use of the AI have on people?



## ASSUMPTIONS

What assumptions is the AI based on and what are their limitations and potential biases?



## DATA

What datasets is / was the AI trained on and what are their limitations and potential biases?



## INPUTS

What new data does the AI use when making decisions?



## MITIGATION

What actions have been taken to mitigate the negative impacts that could result from the AI's limitations and potential biases?



## ETHICS

What assessment has been made of the ethics of using this AI?



## OVERSIGHT

What human judgement is needed before acting on the AI's output and who is responsible for ensuring its proper use?



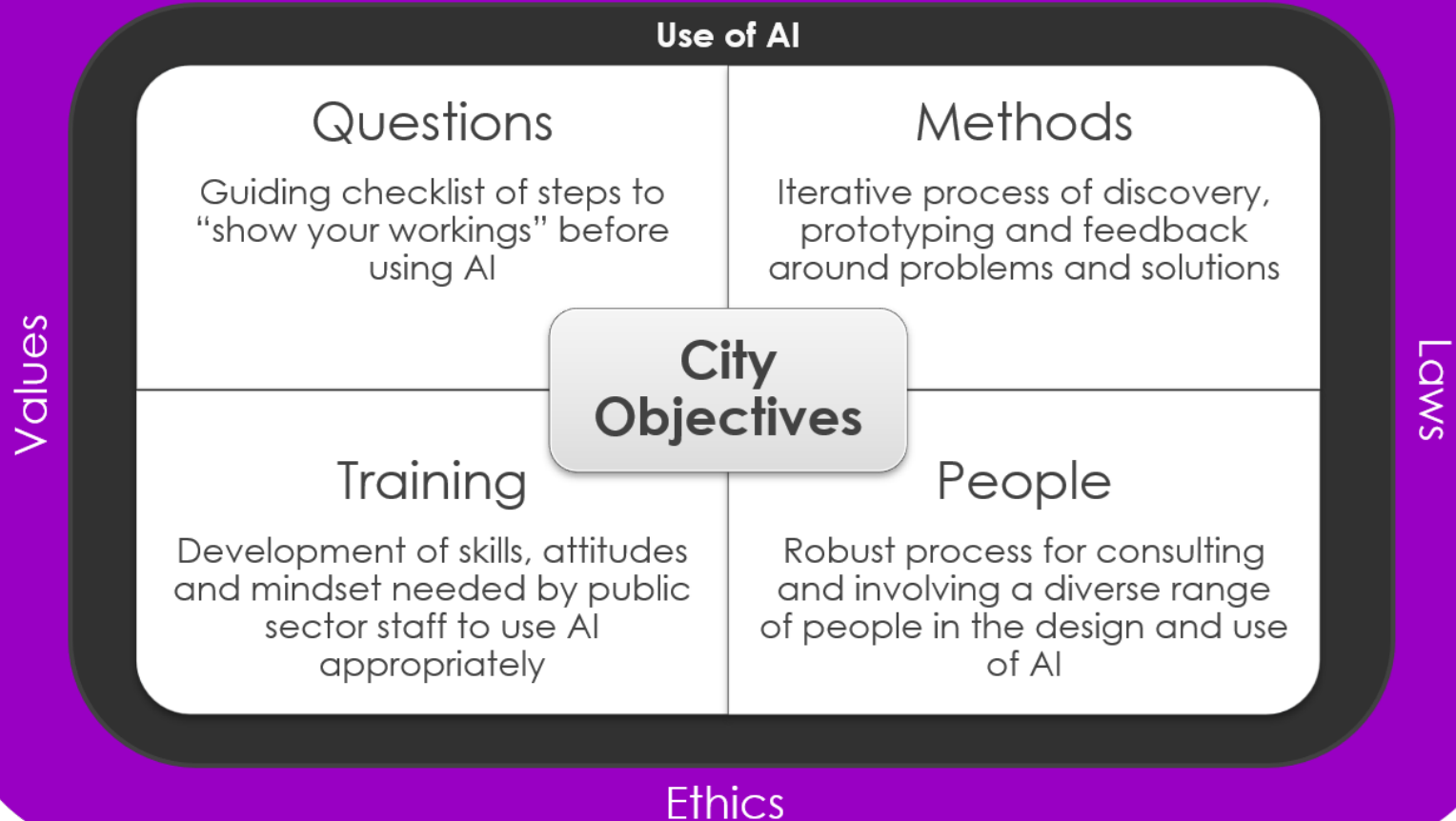
## EVALUATION

How, and by what criteria, will the effectiveness of the AI be assessed, and by whom?

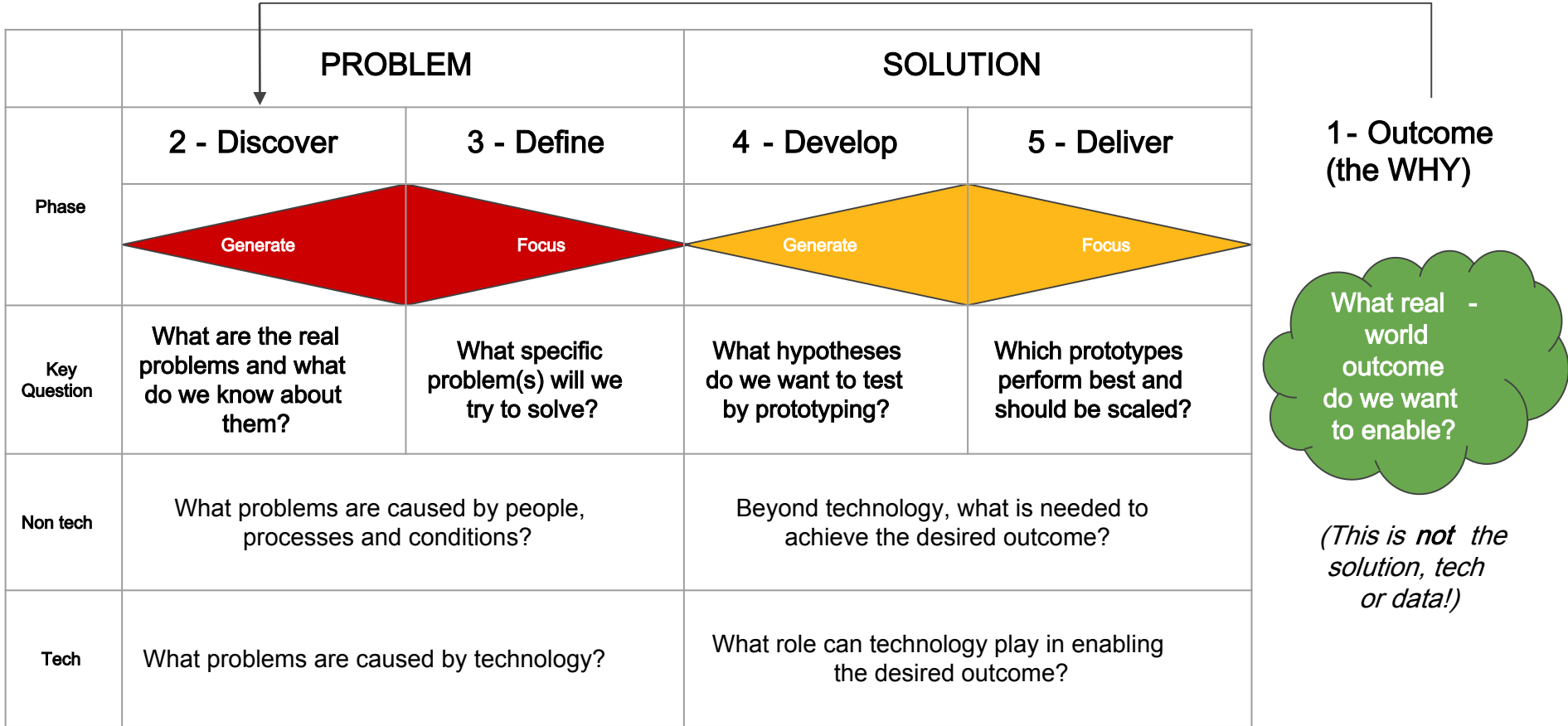


@EddieACopeland  
@nesta\_uk

# Existing Context



# Starting with the end in mind



**Citizen & Stakeholder Engagement**  
Actively involving citizens, stakeholders and unusual suspects

**Creative Facilitation**  
Creatively processing different perspectives and deliberating multiple options

**Building Bridges**  
Orchestrating interaction to find common ground and create shared ownership

**Brokering**  
Mediating contrasting interests and reducing friction between multiple stakeholders

**Political & Bureaucratic Awareness**  
Operating political dynamics and bureaucratic procedures to ensure strategic support

**Financing change**  
Understanding the many ways to liberate and use financial resources for innovation

**Intrapreneurship**  
Being insurgent and use business acumen to create opportunities

**Demonstrating Value**  
Articulating the value of new approaches and solutions for decision-making purposes

**Storytelling & Advocacy**  
Using narratives and media to articulate vision and information in compelling ways



**CORE SKILLS**  
**KEY ATTITUDES**

**Empathetic**  
Understanding others' experiences and frames of reference

**Agile**  
Responding to changing environments with flexibility

**Action-oriented**  
Biased towards action and learning by doing

**Resilient**  
The perseverance to deal with resistance

**Curious**  
The desire to explore multiple possibilities

**Imaginative**  
Exploring and envisioning new possible futures

**Reflective**  
Habit of critically reflecting on process and results

**Outcomes-focused**  
Strong commitment to real world effects

**Courageous**  
Willingness to take risks



**Future Acumen**  
Connecting long-term vision with short-term achievable tasks

**Prototyping & Iterating**  
Testing ideas and systematically improving them

**Data Literacy & Evidence**  
Using different kinds of data effectively to accelerate sense-making

**Systems Thinking**  
Combining micro and macro perspectives to grasp complexity

**Tech Literacy**  
Understanding technological developments and use their potential

Public sector innovators combine key attitudes and skills to successfully drive innovation in government and solve public problems

An aerial photograph of London, England, featuring The Shard skyscraper prominently in the center. The city's dense urban landscape, including various buildings and the River Thames, is visible in the background. The text is overlaid on the image.

# LONDON'S DIGITAL TWINS

Developing an ecosystem of digital twins for the city

Jeremy Skinner

Smart London Board, 9 May 2019

**CITY INTELLIGENCE**



Government plans to develop a **National Digital Twin** — an ecosystem of digital twins that are connected by securely shared data and one common approach.

Together, the 'digital twins' outlined in this presentation represent the built environment as it is, as it was, and as it could be in future. And increasingly, we are looking at tools that look beyond the built environment...

**CITY INTELLIGENCE**

## London's Digital Twins help answer (previously) difficult questions...

Questions	Digital Twin
Where should infrastructure providers increase capacity to accommodate growth? Where can infrastructure providers coordinate so that they dig up the road only once?	London Infrastructure Mapping Application (2016 -)

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How can we reduce energy costs and increase efficiency by anticipating changes in energy demand?	Smart Energy Management Systems (2018)

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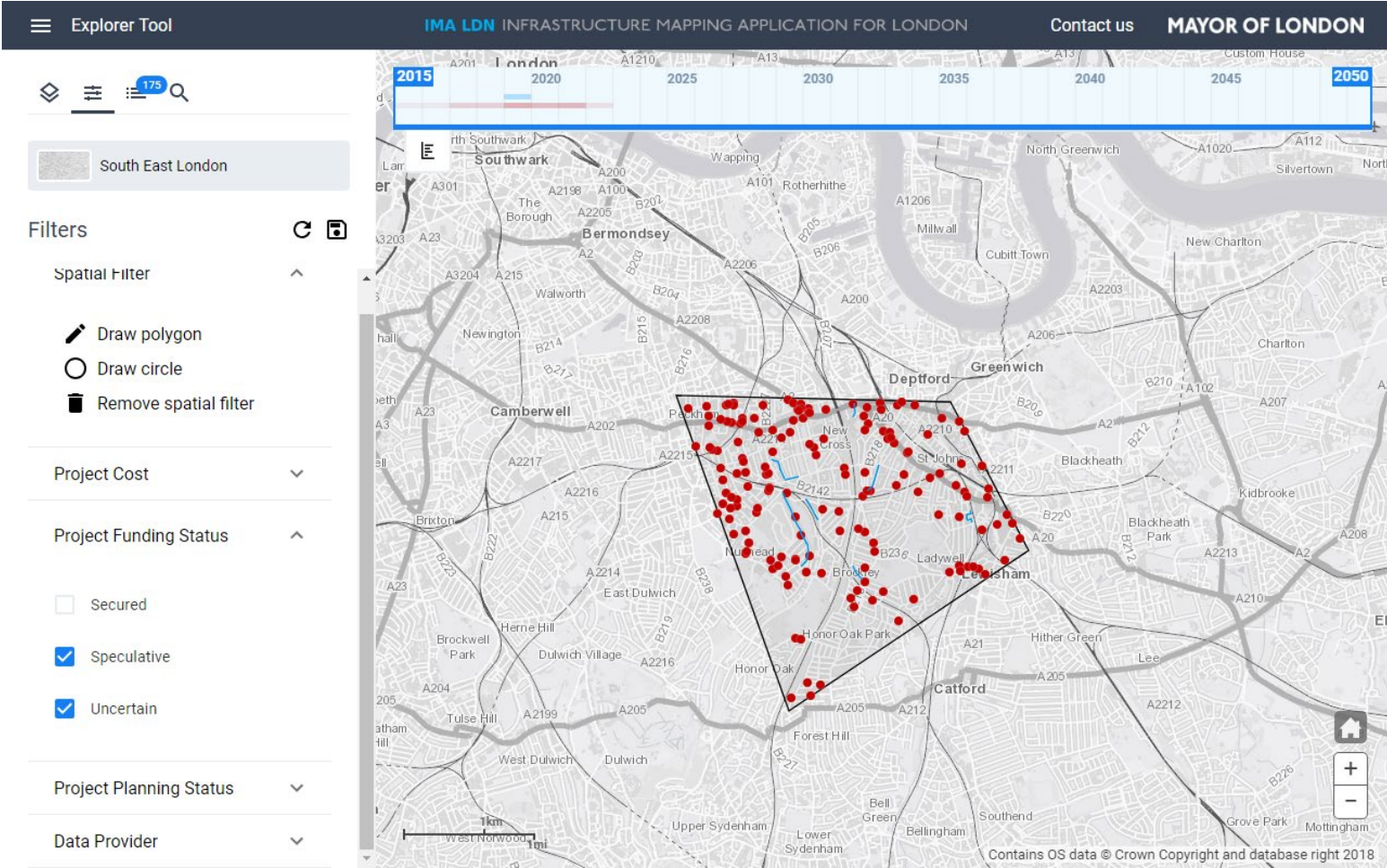
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How can policy protect London's cultural infrastructure (e.g. rehearsal space)?	Cultural Infrastructure Map (2019)
How can we monitor projects better?	Project simulators (in existence, not currently applied in London context)
How does the UK infrastructure system impact on us?	Various national models

Nb –

- Digital twins can help answer different questions...
- Not all questions can solely be answered by a single 'twin'...
- Other questions and twins emerging and interacting, revisiting...
- Traditional modelling can also be brought into this concept...



# LONDON INFRASTRUCTURE MAPPING APPLICATION



**A web-based tool bringing together infrastructure future investment plans, capacity information, and development data to support better infrastructure planning and coordination**

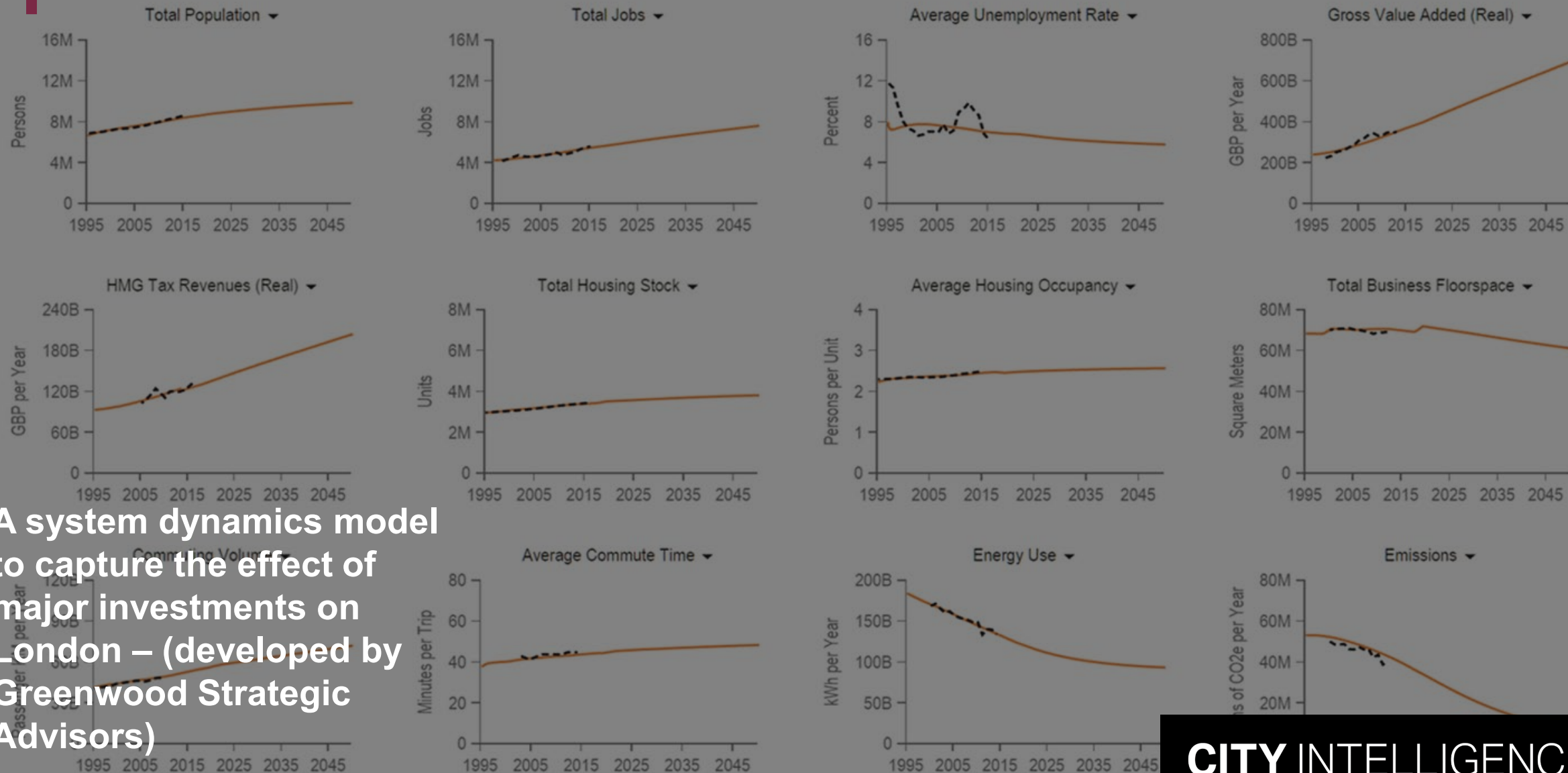
# GREATER LONDON SIMULATOR



A system dynamics model to capture the effect of major investments on London – (developed by Greenwood Strategic Advisors)

# GREATER LONDON SIMULATOR

Greater London-wide Impacts



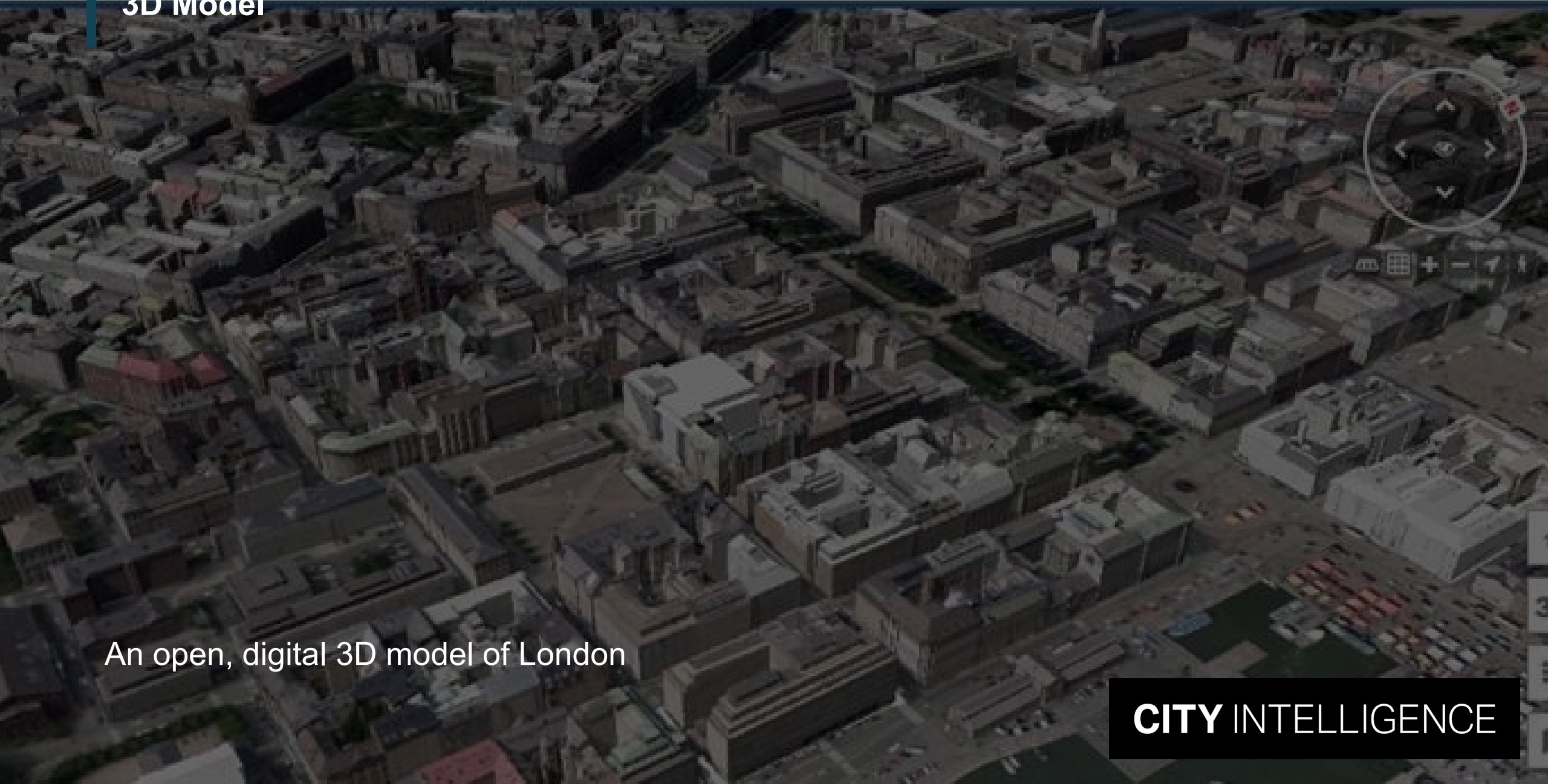
A system dynamics model to capture the effect of major investments on London – (developed by Greenwood Strategic Advisors)

A photograph showing several large, rusted metal pipes lying on a rocky shore next to a body of water. The pipes are arranged in a line, receding into the distance. The water is calm with some ripples. The sky is not visible, but the lighting suggests a bright day. The pipes are heavily corroded, with some areas showing a yellowish-green patina. The rocks are dark and jagged.

## London's Underground Assets Register

A pilot project mapping subsurface London in 6 boroughs, focusing on utilities' and transport providers' assets, to avoid strikes and increase efficiency of works

# 3D Model



An open, digital 3D model of London

**CITY INTELLIGENCE**

# London Development Database Automation

Database (LDD) ...

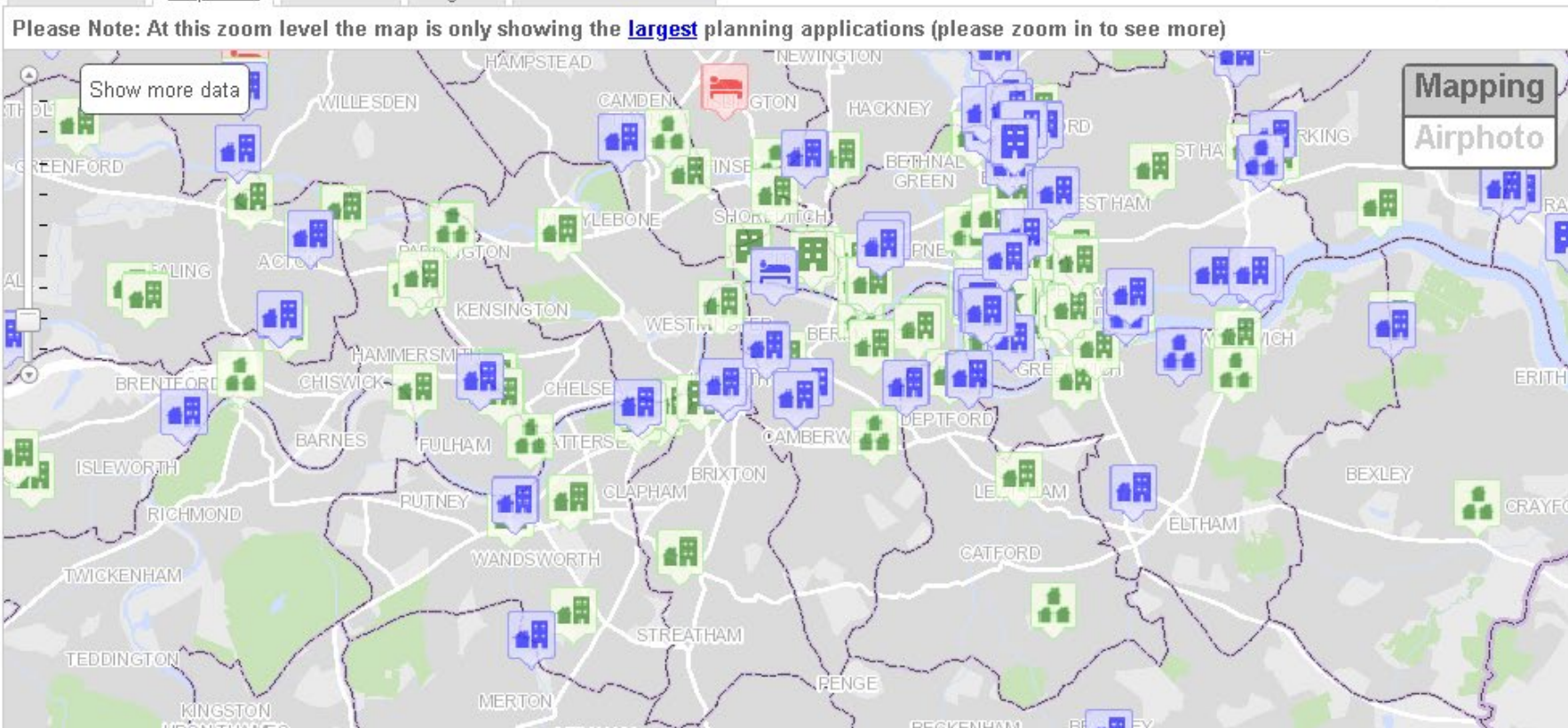
1). choose data view:  
 Individual |  Aggregated

2). select permissions by status:  
 Not Started  
 Started  
 Completed

3). select a search radius:  
 100m  
 250m  
 500m  
 1000m

4). search location or application:  
 GO  
OR:

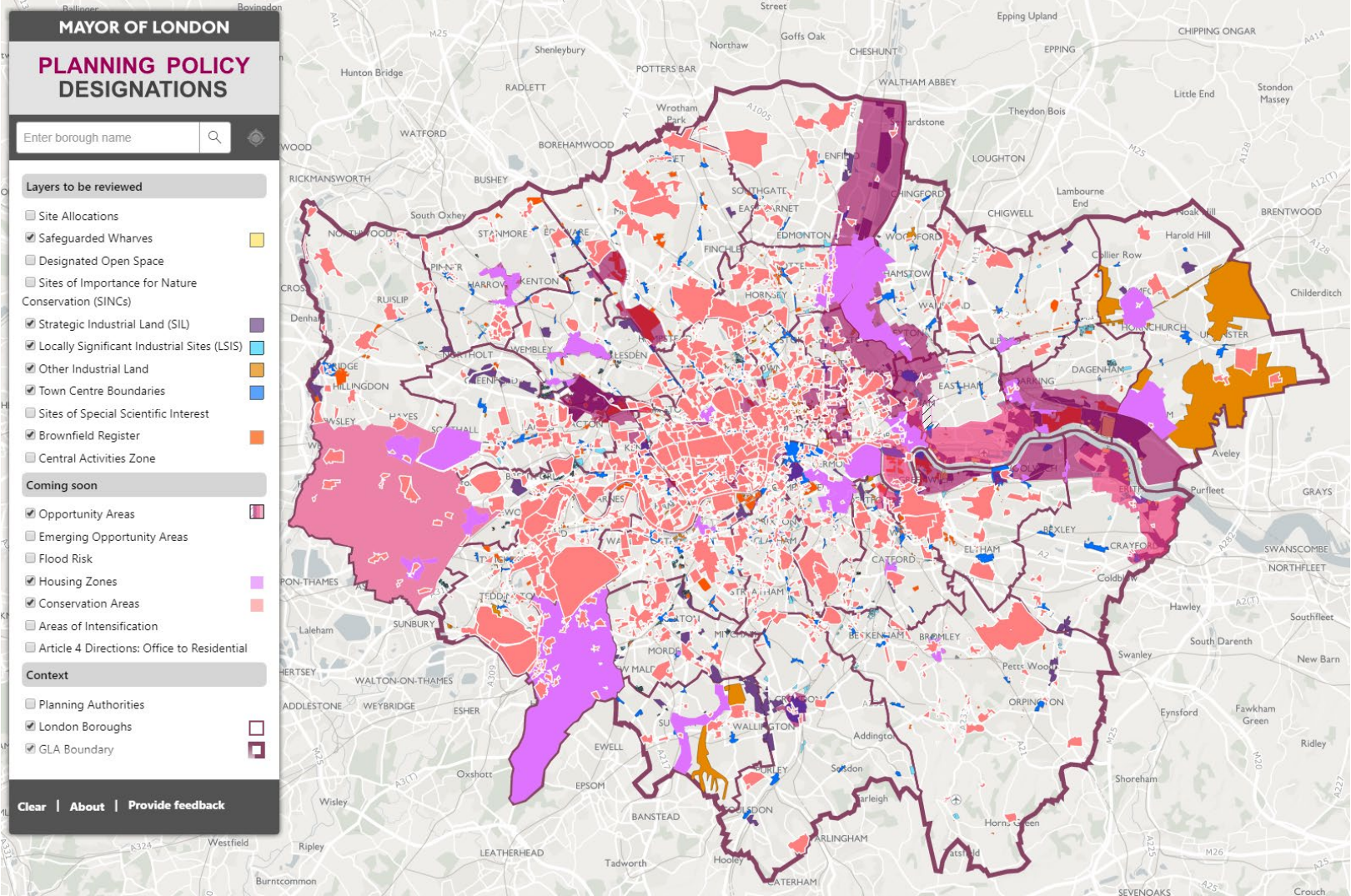
Please Note: At this zoom level the map is only showing the **largest** planning applications (please zoom in to see more)



Creating a live, public stream of comprehensive planning and development data for London

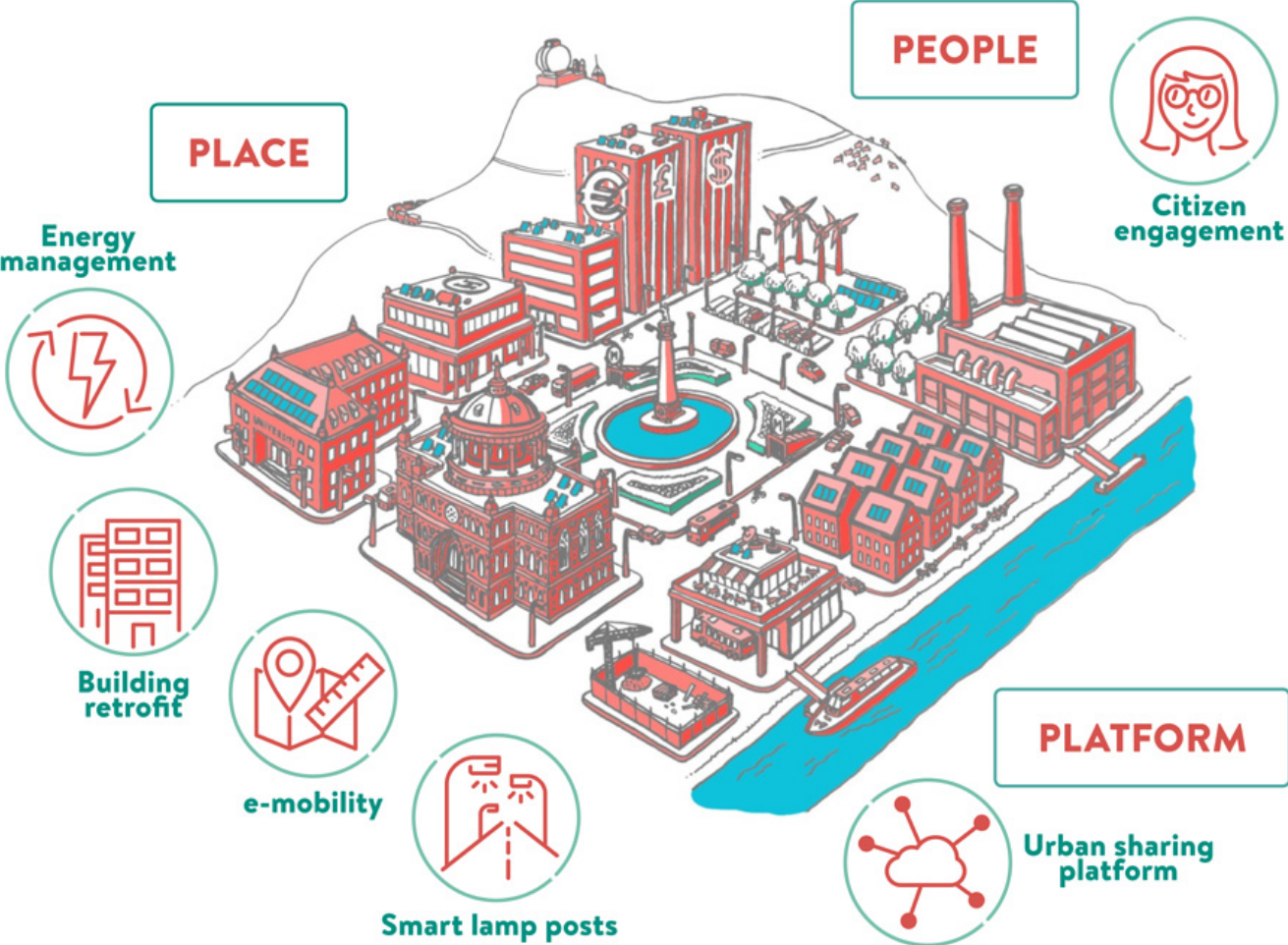
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# Planning Constraints



Creating and maintaining a live open spatial data set for all recorded planning constraints in London

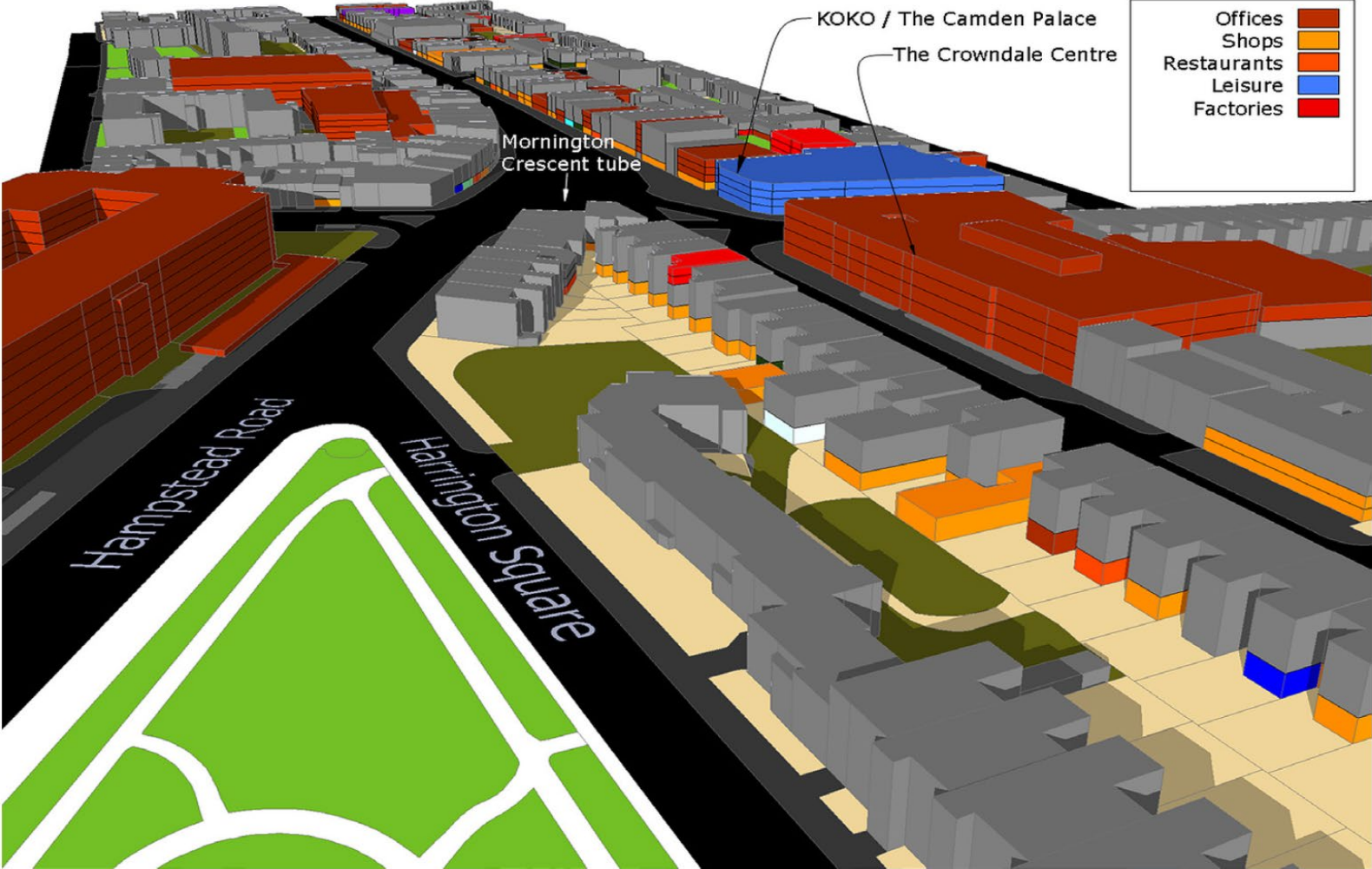
# Smart Energy Management Systems – Sharing Cities



A tool to optimise a neighbourhood's energy use via advanced predictive control software



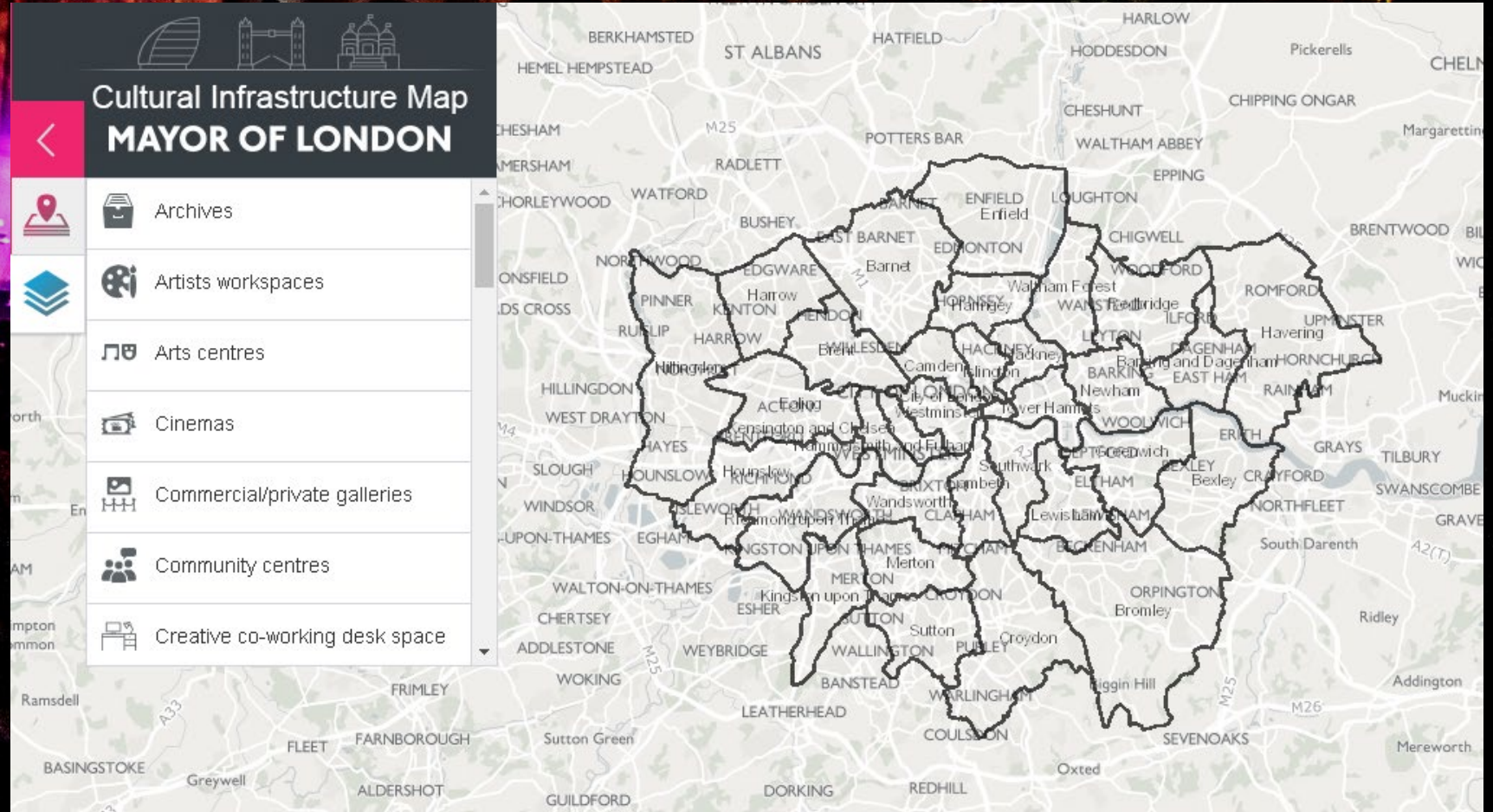
# London Building Stock Model



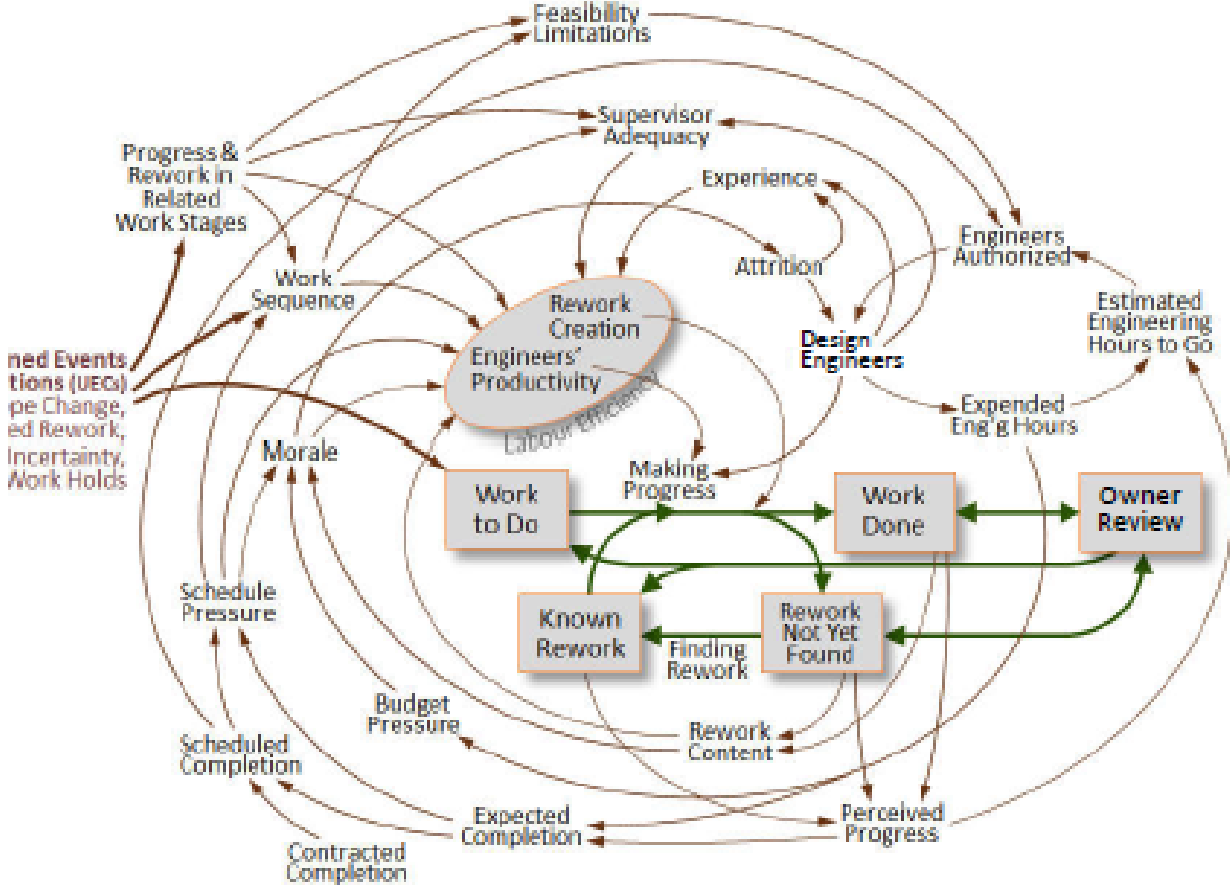
A digital representation of London’s building stock, including environmental information

Figure 0—1 3DStock model of Camden High Street. Colours code for activity groups: grey is domestic.

# Cultural Infrastructure Map



# DYNAMIC SIMULATION OF DESIGN / BUILD PROJECTS



Diagnosing, anticipating, safeguarding and improving project performance

*System view of a design work-stage in a large project*

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# LONDON'S DIGITAL TWINS

For more information, please contact the following GLA teams:

GIS: Paul Hodgson – [paul.hodgson@london.gov.uk](mailto:paul.hodgson@london.gov.uk)

Growth and Infrastructure: Molly Strauss - [molly.strauss@london.gov.uk](mailto:molly.strauss@london.gov.uk)

Planning – Peter Kemp – [peter.kemp@london.gov.uk](mailto:peter.kemp@london.gov.uk)

Smart London: Nathan Pierce – [nathan.pierce@london.gov.uk](mailto:nathan.pierce@london.gov.uk)

[Jeremy.skinner@london.gov.uk](mailto:Jeremy.skinner@london.gov.uk)

07795 616910

Smart London Board, 9 May 2019

**CITY INTELLIGENCE**

# A CYBER SECURE LONDON

Developing a cyber security policy  
Smart London Board Update  
9 May 2019

GREATER**LONDON**AUTHORITY

# **AGENDA**

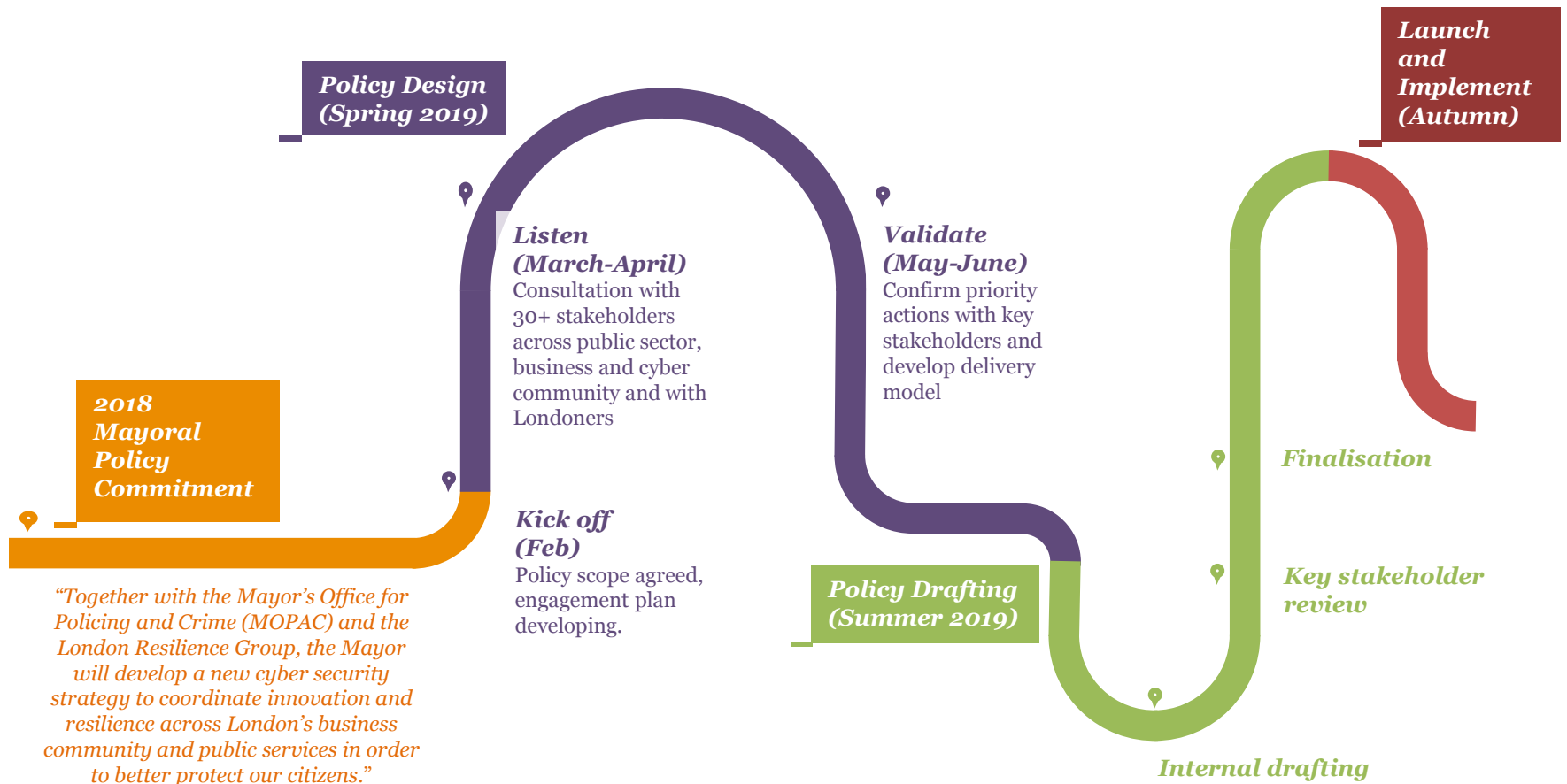
- 1. Smarter London Together Cyber Policy commitment**
- 2. Cyber policy roadmap**
- 3. Consultation findings**
- 4. Next steps**



# 1. SMARTER LONDON TOGETHER COMMITMENT

*“Together with the Mayor’s Office for Policing and Crime (MOPAC) and the London Resilience Group, the Mayor will develop a new cyber security strategy to coordinate innovation and resilience across London’s business community and public services in order to better protect our citizens.”*

# 2. CYBER POLICY ROADMAP



# 3. CONSULTATION FINDINGS

## 3.1 WHERE ARE WE NOW?

- London is...
  - a world-leading Smart city
  - home to Europe's largest cyber hub
- Some organisations are innovating cyber-secure smart services
- But many public and private sector organisation have less mature cyber security and need additional support
- Under developed cyber capacity may prevent many organisations from benefiting from digital transformation
- Key cyber-related risk that will impact London's future growth include:
  1. Poor awareness within leadership
  2. Lack of focus on resilience.
  3. Low staff capacity and awareness
  4. Underinvestment in cyber-services and training
  5. Poor procurement practices
  6. Supplier underperformance
  7. Rise in connected devices
  8. Out of date infrastructure
  9. Poor awareness of existing advice
  10. Massive Skills shortages

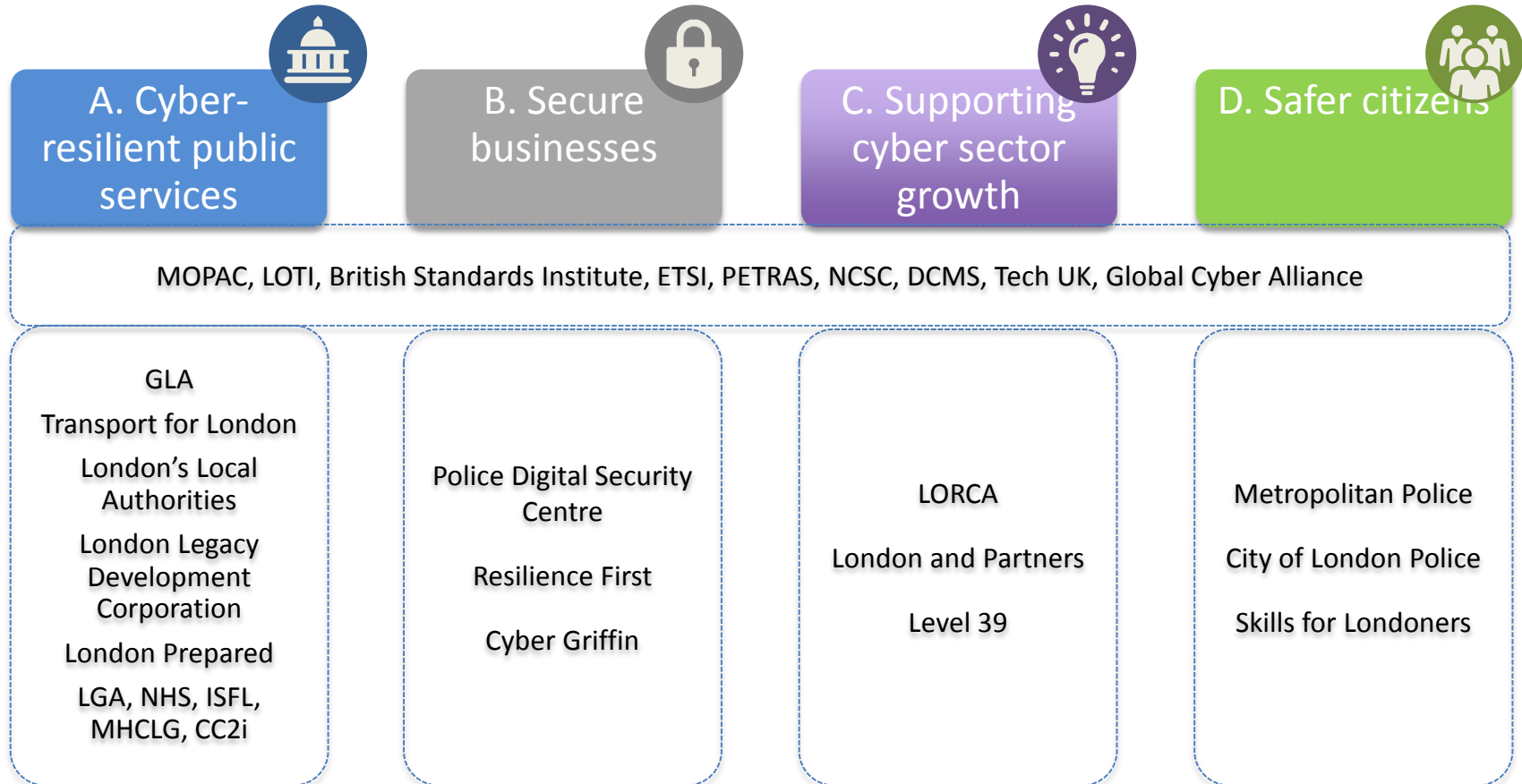
# 3. CONSULTATION FINDINGS

## 3.3 *WHERE DO WE WANT TO BE?*

- London's future as a Smart citizen-centric City is reliant on achieving cyber maturity
- To achieve this, co-ordinated city-level support is needed
- It is imperative that this support is provided now, so Londoners can benefit from digital transformation
- It is important that the GLA helps deliver more:
  - Cyber-resilient public services
  - Secure businesses
  - A vibrant global cyber hub
  - Safer citizens

# 3. CONSULTATION FINDINGS

## STAKEHOLDER CONSULTATION



# 3. CONSULTATION FINDINGS

## A. CYBER-RESILIENT PUBLIC SERVICES



### Strengths and weaknesses

Whilst some public sector organisations are leading the way in cyber secure service delivery, significant additional support is needed if the public sector is to benefit from digital transformation and the opportunities that smarter service delivery can provide.

#### Strengths

- Some public sector orgs
  - demonstrating cyber leadership
  - Innovating cyber-secure procurement
  - Innovating cyber secure 'smart' services
- Various orgs providing capacity building support
- London Prepared are stepping pan-London cyber resilience co-ordination
- LOTI launch will provide additional resources

#### Weaknesses

- Public services only as secure as their weakest link
- Under resourcing of cyber security across the board
- Lack of senior leadership and co-ordination
- Continued under resourcing may mean that London public services are unable to fully benefit from promise of digital transformation and smarter service deliver

#### Need for sector/stakeholder support

- Set the bar, and support public service providers in achieving the cyber resilience required to benefit from digital transformation and support smarter future services
- Provide leadership across London's public services so that ALL London's partners are aware of the need to, and benefits of, becoming more cyber secure
- Support co-ordination of capacity build support
- Provide cyber leadership training – to ensure improved cyber leadership across public services
- Provide Procurement training to enable improved procurement decision making
- Ensure, over time, that public sector suppliers are provider cyber secure services – in order to ensure 'soft underbelly' is protected
- Support future proofing of emerging 'smart' city services e.g. harnessing IoT, or data trusts
- Support ramp up of London Prepared cyber activities

# 3. CONSULTATION FINDINGS

## B. SECURE BUSINESSES



### Strengths and weaknesses

Whilst there are a number of organisations supporting businesses, players are generally small and capacity constrained, both in terms of the direct services they can provide, and their outreach capacity. However with co-ordination and outreach support they could theoretically offer a coherent support model, reaching a much wider spread of London's small businesses.

#### Strengths

- Large corporates already investing in cyber
- Range of organisations already supporting SMEs
- PDSC cyber aware assessment and certification provides accessible entry point for SMEs
- Large volume of online guidance for all businesses

#### Weaknesses

- Low awareness of cyber resilience at board level
- Very poor awareness of cyber risk in SMEs
- Few SMEs access info on, or invest in, cyber
- Private sector cyber providers to SMEs often oversell, and many providers will not support SMEs
- Initiatives supporting SMEs are small non-profits / public sector orgs with limited reach and resourcing
- Paucity of comms materials which make cyber 'real' and personal for business owners
- Poor outreach coverage of SMEs

#### Need for sector/stakeholder support

- Greater co-ordination needed between orgs supporting businesses
- Opportunity to better signpost material and online / in-person support to SMEs
- Need to improve messaging to SMEs – focus on real life, case study examples – not big biz/tech threat
- Need to increase outreach to SMEs and find better more comprehensive channels
- Need to provide greater resourcing and skills support to SMEs – link to skills gap, potential overlap with opportunities to develop cyber careers
- Need to improve private sector advisory /product support to SMEs
- Need to increase awareness of and uptake of existing products / services by SMEs

# 3. CONSULTATION FINDINGS

## C. SUPPORTING CYBER SECTOR GROWTH



### Strengths and weaknesses

London has a world-leading cyber sector, and the Mayor and the CDO should seek to build on this lead through activities aimed at supporting the sector to grow. This means supporting current weaknesses getting earlier stage companies that serve the public sector to access finance, and those with mature products and services to get to market quicker.

#### Strengths

- Accelerator programmes well-connected into public sector stakeholders and corporates
- Access to finance (when the target clients of cyber startups is the financial services sector)
- BSI leader in developing kitemarks that startups can use
- Strong business growth programmes (L&P, GLA)

#### Weaknesses

- Access to finance (when the target clients of cyber startups are the public sector)
- Public sector doesn't identify their needs to the cyber sector
- Collaborative R&D programmes not well-developed
- Public sector doesn't employ innovative procurement procedures
- Poor diversity in sector means that product design processes miss out on wider perspectives.

#### Need for sector/stakeholder support

- Support more cyber firms to reach industry standards/kite marks needed to get to market
- Encourage R&D between business of all sizes and cyber firms
- Supporting cyber innovators to run their business and to access growth capital
- Supporting cyber innovators to get to market through programmes like the Civic Innovation Challenge and work to support London's GovTech sector.
- Supporting cyber delegations (e.g. L&P)
- Work jointly with L&P, DIT and TechUK to identify critical cyber export promotion activities
- Work with LOTI, ISFL and London Prepared to identify public sector cyber needs
- Work with LORCA to deliver a mini public sector service accelerator
- Work with partners to explore alternative procurement methods than could unlock public-private sector cyber security collaborations
- Develop digital apprentice programmes



# 3. CONSULTATION FINDINGS

## D. SAFER CITIZENS



### Strengths and weaknesses

Although there is much advice available online, the information is spread across many stakeholders, and it is uncertain which resources are updated frequently in this fast-moving field. The nature of advice and basic digital skills partnerships and delivery that pose risks of citizen confusion, especially for vulnerable groups. Citizens that want to be trained to work in the sector have increasing, but time-limited, resources available.

#### Strengths

- Information online via NCSC
- Near-real time alerts through Neighbourhood Alert Platform
- Direct protection offer (Quad9)

#### Weaknesses

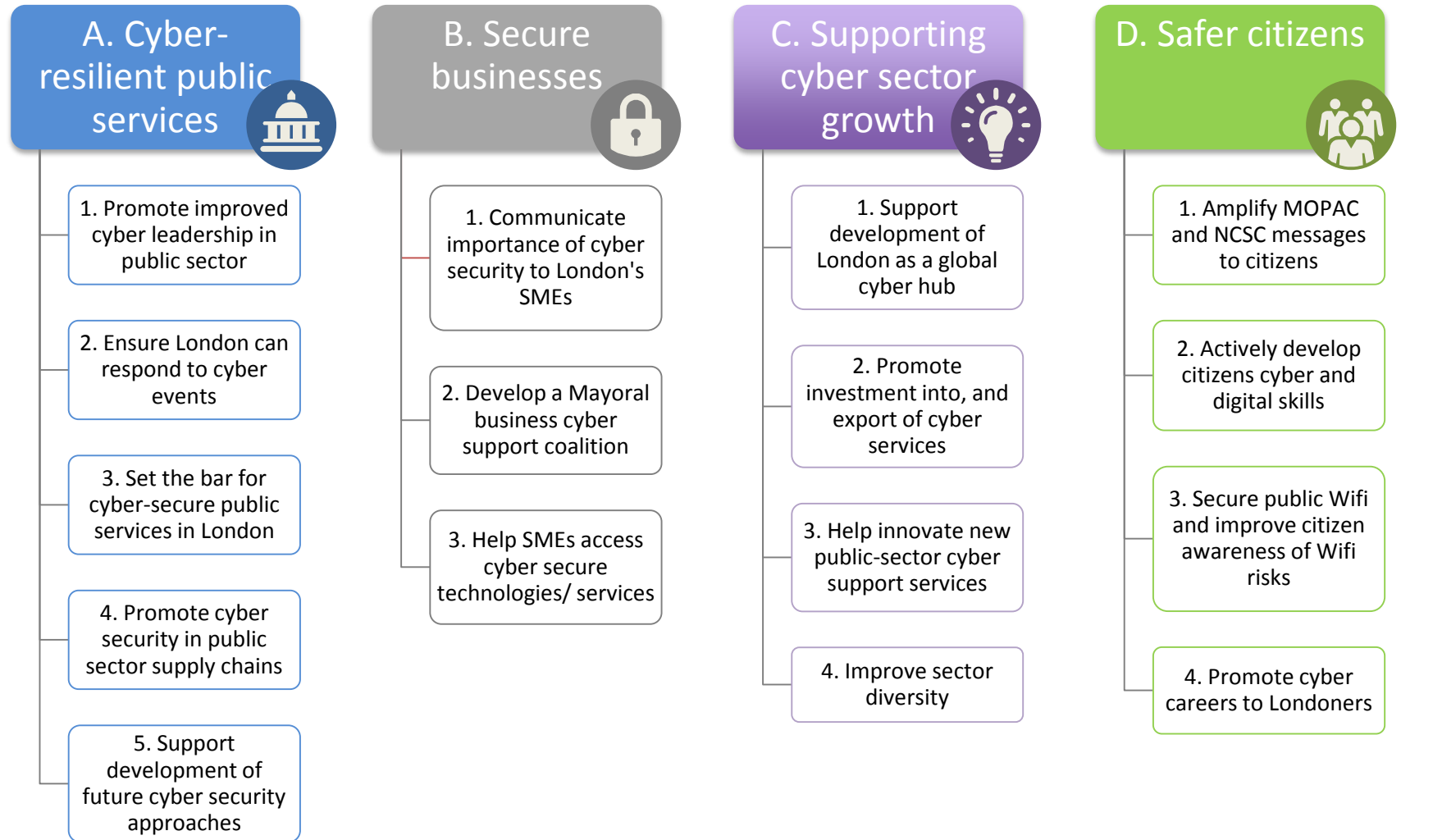
- Advice sources fragmented between NCSC, City, Met Police, DCMS, and partner organisations (e.g. Get Safe Online)
- Basic digital skills fragmented between FE and police roadshows
- Time-limited programmes in cyber workforce training
- Skill shortage in cyber; no messages to citizens to train to enter workforce

#### Need for sector/stakeholder support

- Identify London-based amplification partners as NCSC expands its citizen-oriented activities
- Help City Police direct Londoners to use GCA's Quad9 on their computers/mobiles
- Amplify PDSC and MOPAC messages to citizens on how to safely use public Wifi
- Invite citizens to be testers (e.g. Met's recent global pen-testing competition attracted 70,000 applicants)
- Promote citizen skills programmes / support through Mayoral communications channels
- Connect Digital Basic Skills to larger NCSC/Police advice
- Support for cyber apprenticeships, by recruiting new host businesses
- Engage with DCMS Cyber Security Immediate Impact Fund to develop an innovative cyber training scheme
- Actively market cyber careers to adults with Skills for Londoners

# 3. CONSULTATION FINDINGS

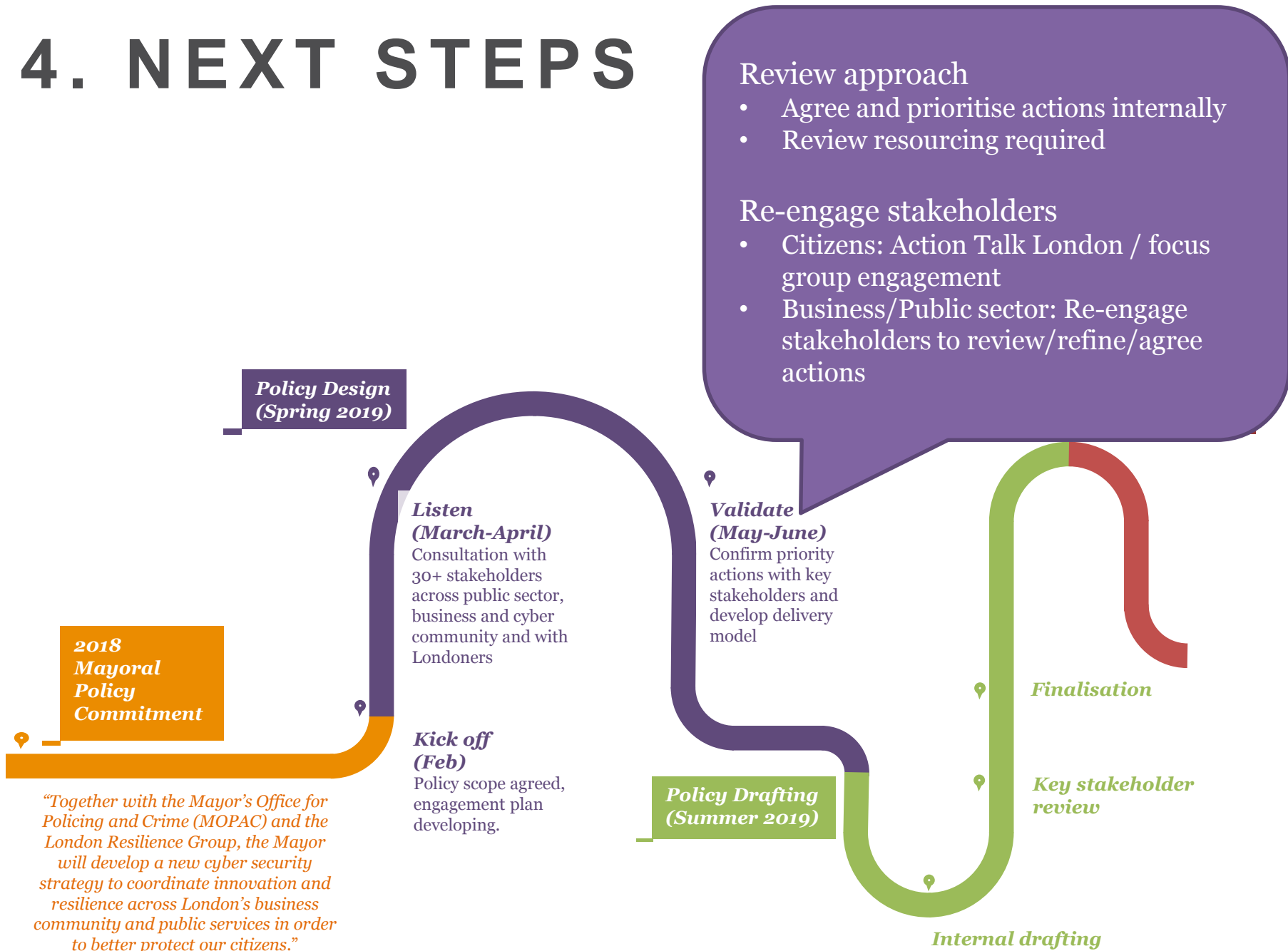
## 3.3 PROMOTED ACTIONS



Significant additional support requested;  
Greater additionality

Fragmented space with less asks;  
Lesser additionality

# 4. NEXT STEPS



# A CYBER SECURE LONDON

Developing a cyber security policy  
Smart London Board Update  
9 May 2019

GREATER**LONDON**AUTHORITY