

MAYOR OF LONDON

DATA FOR LONDON ADVISORY BOARD

Board Membership Recruitment Pack

May 2022

The Mayor of London, Sadiq Khan, is seeking to appoint his inaugural Data for London Advisory Board. Successful applicants will be one of up to 17 Board Members – a mix of data and technology experts from the public and private sector, corporate leaders, and civic society. This diverse mix of individuals will support the Mayor and the Chief Digital Officer for London to deliver the new Data for London platform and develop London's first Data Strategy.

The Data for London Advisory Board will replace the Smart London Board. The Smart London Board was established in 2013 and, led by the Chief Digital Officer for London, successfully implemented the Smarter London Together Roadmap and was formally concluded in 2021.

FOREWORD

Dear Applicant,

London is a world leader in the collection, use and sharing of data; adopting open and transparent data sharing via the London Datastore in 2010 through to the sharing of live transport data by TfL to spur innovation. This trajectory continues with the increased use of sensors collecting live data on the built environment, data sharing between the private and public sector to solve city challenges, and investment in the digital infrastructure needed to support this change.

The pandemic highlighted the importance of joining-up data across the city to improve decision-making and deliver services. London's data ecosystem must enable the public and private sector to collaborate to address key challenges in London, including tackling the climate emergency, supporting a resilient city, and improving public health and safety.

To do this effectively, we need the advice and support of London's public sector data leaders, the corporate sector, and experts in data science, data ethics, place management, security, public engagement, and journalism. This is why the Mayor is appointing his first Data for London Advisory Board. The new Board will build on the work already undertaken by the Smart London Board, ensuring that London can realise the enormous potential of a joined-up data ecosystem to help solve city challenges.

The use and sharing of data must meet the highest legal, security and ethical requirements. The Board will uphold the principles set out in the Statement of Intent on Responsible Data Collaboration as well as the Mayor's Emerging Technology Charter and the commitments made in the Local Digital Declaration.

As a member of the Board, you will support the Mayor and the Greater London Authority in achieving our shared ambitions. You will help to drive real change, and directly contribute towards diversity of thought in the sector. You will use your skills and experience, contribute to your community and city, and develop new knowledge and networks. Becoming a Board Member provides you with the opportunity to get involved and play an active role in something that matters to you.

We look forward to receiving your application,

Theo Blackwell MBE
Chief Digital Officer

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BACKGROUND

History of data sharing in London

How do big cities join up data held by many different organisations to gain better insights or deliver better services to their residents? This is a long-standing question, but one that became even more important in 2020/21 as decision-makers sought to understand the impact of the Covid-19 pandemic.

Data sharing is vital for informing important decisions and action around the climate emergency, youth violence and economic growth priorities. Today London and many other cities are exploring how to join-up data across public, private and civil society to serve citizens, solve these pressing city challenges and promote productivity - in short, putting data into the hands of those who can make a positive difference.

London's scale and the breadth of partnership working presents a complex data environment. This includes central government; regional government; 33 local government bodies; city-wide public services (including Transport for London, NHS London, the Metropolitan Police and other emergency services); a global tech sector; world-class research institutions; and wider civil society. These groups are both producers and consumers of data, and often require access to city-wide data.

London uses joined-up data primarily for strategic analysis, performance management, openness and an increasing number of specific data services. The London Datastore was launched in January 2010, and rebuilt in 2015, as an open data publishing portal to support these streams of work. In response to changing demand, its functionality has evolved and in 2018 the Datastore allowed the secure sharing of closed/proprietary data and live sensor data. These and other new functions are increasingly in demand and have outgrown the capabilities of the current London Datastore.

Open data – just the tip of the iceberg

- Open data leader: London has strong track record in publishing open data via the London Datastore
- From 2018 the Datastore increasingly works with non-open / other data sources on purpose-led projects
- Pivot towards data-as-a-service to meet user's needs

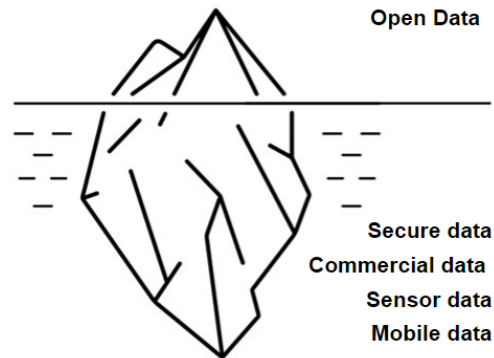


Figure 1. Open data is just one of many data sets that will be available on the new Data for London Platform

London is a major hub for research, development and innovation in future connectivity and digital products (e.g. 5G and future networks, internet of things and artificial intelligence). The rapid expansion of fibre networks from private investment and GLA/TfL's Connected London programme over the next decade creates new opportunities to use data for public benefit. This new digital infrastructure makes internet and processing speeds faster, more reliable, and able to handle much larger data sets. This will support a new generation of services and applications, in the same way that the arrival of 4G supported the development of ride-sharing apps like Uber. Over the next decade we expect an acceleration in data-enabled technologies, such as networks of sensors, cameras, drones, robotics, mobility services, augmented and virtual reality, and automated and algorithmic decision-making. Adoption of these technologies is also expected to rise as capability grows, costs lower, and even more uses are developed.

We also expect that data will help London plan better by using advanced analytical methods and pioneering new approaches to improve our understanding and control of the built environment. This includes the creation of digital 3D models of the city, to dynamic models of the urban system that can be used to test new policies, investments and other decisions. Many of these initiatives are referred collectively as 'Digital Twins' - virtual representations that are the real-time digital counterpart of a physical object or process.

London will continue to publish open data to remain transparent and accountable, but also aims to grow the city's ability to create useful tools tailored to user needs (a concept

known as 'data-as-a-service'). This may often require the sharing of private and secure data for specific objectives.

To support this the GLA is investing £500,000 to develop a new city data platform (MD2920), the **Data for London platform**. The new platform will use the existing London Datastore as a model and will continue to act as a *central registry* of the city's data (as opposed to a *centralised smart city store* of all city data i.e., a London data lake). The new platform will have important improvements for users, like easier discovery of important data, improved visualisations, analysis and models, and the use of reusable code. This *federated* approach to linking data reflects how London government is constituted and provides flexibility for better partnership with other data holders outside the public sector on important projects and services.

Developing a new Data for London Platform

The Mayor set out in his 2021 Manifesto for London a commitment to harness data and emerging technologies for our city, including rebuilding the London Datastore to be the central register linking data across London. This work must be done in collaboration with boroughs, the private sector and the community to join up data for projects that serve the public and support London's Recovery Programme.

The GLA has completed the first steps towards building a federated approach to the city's data and the new Data for London platform to support this. Including a discovery to identify user needs and translate these to functional requirements. The GLA will take a pragmatic approach to the build of the platform, using off-the-shelf components where they meet needs prioritising development time on parts where full control over the architecture, technical design and operating model are important. The GLA is now preparing to hire a development partner to work with the GLA to build the new Data for London platform. Development aims to begin in June 2022 with an MVP potentially ready for launch from June 2023.

THE DATA FOR LONDON ADVISORY BOARD

The next step in London's data journey is to improve city-wide data governance through a **Data for London Advisory (DfLA) Board**. The Board will be an independent, multi-sector leadership group that will coordinate and focus action on data use and access across the public and private sector in London. Board Members will play a pivotal role in shaping London's new Data for London platform as a central registry of data for the capital, and the development of London's first Data Strategy.

The DfLA Board will support the Mayor in realising his ambitions for the city, including his London Recovery Programme and associated missions, and other core Mayoral priorities

for London, including: recovery, jobs and skills, opportunities for young Londoners and a green new deal.

The work of the inaugural DfLA Board will be guided by the principles set out in the Mayor's Emerging Technology Charter and build upon the excellent work of the Smart London Board. Led by the Chief Digital Officer, the Smart London Board guided the successful implementation of the missions set out in the 2018 Smarter London Together roadmap and was formally wrapped up in 2021.

The Board will be action-focused and led by the Chief Digital Officer with secretariat support from GLA officers.

As a member of the Board, you will:

- Provide feedback and guidance during the development of the new Data for London platform.
- Help develop an approach to public service data collaboration, including how it is collected, managed and shared within the public sector and with third parties legally, ethically and securely.
- Provide advice and guidance on how data can be shared and used to support the aims of the Mayor and the Assembly, in particular London's Recovery Programme.

For the Board to be effective, it requires representation from data leaders from London's public sector, corporate leaders and senior level expertise in specific areas.

MEMBERSHIP AND GOVERNANCE

The Mayor of London appoints his Chief Digital Officer, Theo Blackwell, as the Chair of the Data for London Advisory Board. The Board will consist of up to 17 Members in total, 11 of which will represent specific organisations in London.

Board Composition

The Board will bring together data leaders from the GLA Group and London's public services, with additional representation sought from business, research and civil society. The Board will include expertise in the fields of data science, data ethics, place management, security, public engagement, and journalism. The Board will be representative of London's diverse population.

The Board will include the following:

- Theo Blackwell, Chief Digital Officer, **GLA**
- Executive Director of Strategy and Communication, **GLA**
- The following public sector organisations:
 - **London Ambulance Service**
 - **London Councils (London Office of Technology and Innovation)**
 - **London Fire Brigade**
 - **Metropolitan Police Service**
 - **NHS London**
 - **Transport for London (TfL)**
- The following private sector organisations, third sector, and academic institutions:
 - **Alan Turing Institute**
 - **London Data Commission (London First)**
 - **Open Data Institute**
- Up to **six other members** that represent the range of expertise outlined in 'Profile of successful candidate'.

Members (other than any nominated or co-opted directly by the Mayor) will be recruited and selected in accordance with the [GLA's Protocol on Mayoral Appointments](#).

The Mayor may vary the categories and number of members of the Board at any time as he considers what will best further the Board's purpose, subject to prior consultation with the Chair.

In your role

The DfLA Board will be an action-focused board and we ask Board Members to prioritise attendance and participation.

Members will have the following responsibilities:

- Attend and contribute to all Board meetings (as far as practical), having prepared appropriately. Meetings are quarterly, or as business dictates
- Attend any sub-groups established by the Board, as assigned.
- Advise on the development and delivery of the new Data for London platform.
- Contribute to the development of strategies, policies and plans including taking a prominent role in developing a work programme, project or topic - in particular the development of London's first Data Strategy
- Keep abreast of, and advise on, new developments and innovations in the sector to inform the work of the Board, the GLA and the Mayor.
- Realise the benefits of London's diversity by promoting and enabling equality of opportunities, and the diverse needs and aspirations of London's communities through the work of the Data for London Advisory Board.

HOW IT WORKS

Term of the appointment

Appointees are expected to be available to take up their roles in July 2022, with the formation of the DfLA Board expected to be publicly announced in June/July 2022.

The term of the appointment will be up to 4 years.

Time commitment

It is expected that the group will meet quarterly. Meetings will take place online, or in person at City Hall. The preference is for these meetings to not be hybrid events.

Remuneration/Expenses

Membership of the DfLA Board is honorary and unremunerated although members will be entitled to be reimbursed, in accordance with the GLA's Expenses and Benefits Framework, for travel expenses reasonably incurred in performing their role in connection with the DfLA Board.

Terms of Reference and Work Plan

At the inaugural meeting of the DfLA Board, Board Members will review, and make any necessary amendments to the draft Terms of Reference. The Board will also discuss the Board's strategic aims and planned activity. This and all other aspects of the Board will be reviewed on an annual basis by the Chair and Board Members.

The Board will be directly accountable to the Mayor of London, and in turn the London Assembly. It will have a close relationship with other strategic bodies in London, such as the London Recovery Board.

External Communication

In your role as a Board Member, you will be expected to represent the Mayor and as such your conduct in this capacity should be professional and respectful of Mayoral policy positions. You will be expected to seek sign off for any external communications that are directly related to the Mayor's Data for London platform, the work of the Chief Digital Officer, and the forthcoming Data Strategy.

Conduct

Members must understand and embrace the 'Principles of Public Life' as defined by the Nolan Committee and outlined in the [Protocol on Mayoral Appointments](#).

SELECTION CRITERIA

The Board will bring together data leaders from the GLA Group and London's public services, along with representation from business, research and civil society. We also seek expertise in the fields of data science, data ethics, place management, security, public engagement, and journalism. You will have a clear view of the opportunities and challenges for the use of data to help solve London's key issues.

We are looking for candidates who have:

- Demonstrated leadership, influence or experience in the collection, use, and/or analysis of data in London reflecting one or more of the areas set out in the 'profile of successful candidate' below.
- An understanding of the challenges and opportunities presented by an increasingly data rich environment and an increasingly joined up data ecosystem.
- An ability to think strategically and contribute effectively to the Board, and confidence in generating and implementing ideas.
- An ability to influence stakeholders and gain buy-in using compelling, well thought through arguments.
- Established networks across the digital and tech sector in your area of expertise and the ability to act as a conduit between the sector, GLA Group staff and the Mayor.
- A strong commitment to equality, diversity and inclusion, and advocacy.

Profile of Successful Candidates

We aim to achieve a DfLA Board that is representative of London, made up of members with a broad range of skills, experience and backgrounds. We are looking for applications from candidates with expertise and experience from across public, private and third sectors in the following areas:

- **Data science** – data science leaders who will actively champion the Data for London platform as a key baseline resource for work across multiple fields and areas.
- **Data ethics** – thought leaders and practitioners who can guide the development of the Data for London platform within legal and ethical frameworks, identifying and mitigating higher-risk data and outcomes, and encouraging debate on the role of datastores and data catalogues in society. In particular the role of bias, unconscious and otherwise, in data selection, representation and publication, and how we can ensure that data is as fairly representative as possible.
- **Place management and future cities** - Experienced place practitioners in London who are familiar with 'smart cities', 'internet of things' and sensors in the built environment. Driving the development of the Data for London platform as a practical service for evidence based decision making and engagement.

- **Security** – An understanding of public security and challenges facing urban areas, scrutinising the risks associated with publishing infrastructure and other data in a public facing datastore. Ability to guide on risk management, threats from foreign and domestic agents, and appropriate strategies for managing these risks.
- **Public engagement** – ability to link the opportunities of an open and linked data environment with the demands of consumers, citizens, and business owners. Active involvement in community groups, residents' groups, and other locally active interest.
- **Journalism** – Familiarity with the use of public data for scrutiny, awareness and publication through the media, and how the Data for London platform can serve the needs of journalists, and ultimately, their readers.

Equality, diversity and inclusion advocacy

We aim to achieve a diverse breadth of skills within the DfLA Board. Appointments will be made with the breadth of skills across the Board, as well as the strength of the individual applications in mind.

London's diversity is its biggest asset and the GLA strives to reflect London's diversity across all appointments. As such, we strongly welcome applications from underrepresented sections of the community, in terms of age, gender, race, sexual orientation, faith or disability. To ensure voices from across the sector are heard, we would encourage not just leaders, but individuals at all stages of their career, to apply.

HOW TO APPLY

If you are interested in applying, please submit your CV and a covering letter (max 2 sides) via our online recruitment system. You will also be asked to provide recruitment monitoring information.

Supporting Statement

Your Supporting Statement should provide details of the relevant experience that equips you to serve as a Board Member. You should clearly address the criteria listed under '*Selection Criteria*' above. It should also outline any expertise or understanding of one or more of the sectors identified in the '*Profile of successful candidates*' section above.

CV

Your CV should have details of employment, public appointments, qualifications history and the name and contact details of two people who are willing to provide a reference for you.

Applications should show your sectoral and/or occupational skills. Consideration will be given to ensuring that as a whole, the DfLA Board is equipped with a breadth and depth of expertise relating to London's key sectors and occupations.

You should submit your CV and Supporting Statement via our online recruitment system. Please ensure uploaded files include your name in the file name. You will be asked to provide recruitment monitoring information as part of the process.

Conflicts of Interest

Applicants should state any potential for conflicts of interest, and this will be explored with short-listed candidates. You should provide details of any business, or other interests, or any personal connections which, if appointed, could be misconstrued or cause embarrassment to the Mayor and the GLA Group. This includes financial interests or share ownership, active connections or memberships of societies or associations.

Assessment and Shortlisting

Applications will be assessed against the criteria for appointment set out above, by a selection panel which will include GLA officers, with wider GLA policy leads brought in where relevant to specific areas of expertise.

Shortlisted applicants will be invited to a short interview via Microsoft Teams. The interviews will be held in June 2022 (see key dates on the following page). Appointments are subject to confirmation by the Mayor of London.

KEY DATES

Timeline

Activity	Date
Applications received via online recruitment system	w/c 22 May 2022 until midnight 12 June 2022
Interviews for shortlisted candidates	27 June 2022 to 1 July 2022
Conditional offers and pre-appointment checks	July 2022
Unconditional appointment offers issued and commencement of DfLA Board	July/August 2022
Inaugural DfLA Board meeting	September 2022

If you have any queries on the content of this pack or to arrange a confidential discussion about the role, please contact julia.thomson@london.gov.uk in the first instance.

If you have any queries regarding the application process or if you require information in an alternative format, please email Andrew.Baxter@london.gov.uk quoting reference 'DLB22'.

Applicants will need to satisfy pre-appointment checks.

All personal data will be processed in accordance with the provisions of the Data Protection Act and GDPR.