

Six measures for borough data and IG teams to improve London data collaboration

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Call to Action

Dear London CDIOs,

This deck sets out six measures to significantly improve how London local government collaborates with data; a capability made more important and urgent by Covid.

These measures have been developed by borough CIOs and Information Governance Leads and are endorsed by:

- The London Office of Technology and Innovation (LOTI)
- London's Chief Digital Officer, Theo Blackwell
- The Greater London Authority (GLA)
- The Information Governance Group for London (IGfL)

We strongly urge all London local government organisations to implement them before the end of 2020.

For more information or assistance with these putting these measures into practice, please contact eddie.copeland@loti.london.

Joint Statement of Intent on Responsible Data Collaboration

We, as London government, are committed to delivering outstanding public services and supporting our communities to thrive.

To achieve that, we need to use the best assets, tools and methods at our disposal. We recognise that data is one of our most valuable assets and the tools and methods associated with it can help us deliver better outcomes for Londoners.

We also know that many of our most pressing challenges - from COVID-19 to air pollution and from homelessness to violent crime - transcend borough boundaries. To address those challenges, our data must be able to transcend organisational boundaries, too. It is for these reasons that we believe in the power of data collaboration: joining-up our collective data responsibly, legally, ethically and securely for the benefit of all Londoners. By doing so, we can:

Design and deliver better public services by informing decisions, targeting our resources and coordinating our actions

Improve policy-making by ensuring policies are based on evidence of what does and does not work

Provide greater accountability by publishing data that makes our work more transparent

Encourage innovation by releasing data that allows us and others to create useful products and services

Increase knowledge and access by sharing data about London, its places, opportunities and people

Build public trust by establishing consistent and transparent methods for how personal data is collected, shared and used.

To make this data collaboration possible, we commit to the six actions outlined in this deck.

In summary, the six measures are:

- 1) Use LOTI's [four step data methodology](#) to help identify which datasets are relevant to achieving specific outcomes.
- 2) Use the [London Datastore](#) as the default platform for data sharing.
- 3) Use IGfL as the primary forum for creating & vetting pan-London data sharing agreements.
- 4) Use LOTI & IGfL's [7 Step Information Governance process](#).
- 5) Use the [Information Sharing Gateway](#) for creating Information Sharing Agreements.
- 6) Use [Dapian](#) for creating DPIAs.



5 min explainer video to forward to your colleagues. View on YouTube: <https://youtu.be/AELwflqRv-E>

1 - Use LOTI's four step data methodology to help identify which datasets are relevant to achieving specific outcomes.



RATIONALE

Without having a specific outcome and action in mind, organisations can waste months chasing down datasets that add no extra value to their decision making and enable no new action. It also makes it extremely difficult to complete the information governance process.

SOLUTION

LOTI's four-step methodology starts with real-world outcomes in mind and focuses on action by asking: "Who could do what differently if they had better information?"

This kind of action-orientated approach enables better conversations between senior officers, service managers and their data teams. It also helps pin down exactly which datasets are needed and why.

ACTION

- Use LOTI's four step method, available at: <https://loti.london/resources/data-methodology/>

SUPPORT

- For information on how to use the methodology, contact Jay Saggar, LOTI Data Projects Manager, (jay.saggar@loti.london)

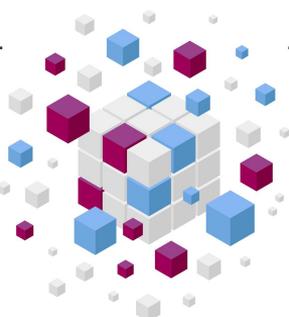
2 - Use the London Datastore as the default platform for data sharing.

LONDON DATASTORE

JOINED-UP DATA TO SUPPORT CITY RECOVERY

KEY DATASETS FROM ACROSS LONDON

- Central Government
- London Boroughs
- GLA
- Transport for London
- Civil Society
- NHS & Emergency Services
- Business
- Universities



SUPPORTS RECOVERY



Data Projects for
Recovery Missions



Delivery of
Core Services

RATIONALE

If all 33 London boroughs need to share data with their 32 peers, it requires establishing 528 data sharing relationships, creating unnecessary complexity, delay and security vulnerabilities. Even urgent data sharing needs can fail to be fulfilled when relying on this 'spider's web' approach.

SOLUTION

Organisations should share data securely via the [London Datastore](#), in a hub-and-spoke fashion. This requires just one connection per organisation. It makes it easier for boroughs to build automation into the data exchange process, ensures metadata are shared with the data, improves version control and also makes it easier to build and share pan-London datasets.

ACTION

- Your data lead should contact the London Datastore team (datastore@london.gov.uk) to set up your connection.

SUPPORT

- The GLA is creating a "how to" webinar
- For assistance, contact Jay Saggar, LOTI Data Projects Manager, (jay.saggar@loti.london)

3 - Use IGfL as the primary forum for creating and vetting pan-London data sharing agreements.



RATIONALE

While boroughs rightly need to assure themselves that they are in compliance with all relevant legislation, pan-London data sharing agreements can be delayed when each borough wishes to propose their own version.

SOLUTION

The steering committee of the Information Governance Group for London (IGfL), which represents IG leads from across London boroughs, has confirmed it is willing and able to create or review data sharing agreements (ISAs) for projects that involve multiple boroughs.

The IGfL stamp of approval can help reduce the number of internal conversations that need to take place within each borough, speeding up the process of creating and agreeing an ISA.

ACTION

When you wish to share data with more than one other organisation, contact:

- Ranisha Dhamu, Chair of IGfL (ranisha.dhamu@brent.gov.uk) and
- Jay Saggarr, LOTI Data Projects Manager (jay.saggarr@loti.london)

4 - Use LOTI & IGfL's 7 Step Information Governance process.

Step	1	2	3	4	5	6	7
	Generate ideas	Review concept	Assess feasibility	Co-create DPIA	Complete ISA	Implement project	Evaluate & Learn
Action	<p>Any member of staff may generate ideas for data-enabled projects.</p> <p>This step must allow for free and unrestrained thinking, but should start with outcomes in mind and consider the needs of and impact on citizens.</p> <p>Where possible, citizens should be involved in generating and providing feedback on ideas.</p>	<p>An initial pre-screening is conducted regarding:</p> <p>The idea: is the concept and objective, clear and sound?</p> <p>The legality: which legal gateway[s] does the project rely on?</p> <p>The ethics: can the project be conducted ethically?</p> <p>The risks: what are the risks of conducting this project? How would the data subjects react to this project?</p>	<p>An assessment is conducted regarding:</p> <p>The partners: which teams or organisations will be involved?</p> <p>The data: is the data available? Is it personal? Is it sensitive? Can it be anonymised / pseudonymised?</p> <p>The tools: how will the data be shared securely?*</p> <p>The risks: should the project go ahead based on the identified risks?</p>	<p>Co-creation of Data Privacy Impact Assessment (DPIA) to capture the agreed outcomes of stages 2 and 3.</p> <p>The process should allow for multiple partners, including data subjects, to comment and provide feedback on the same document to negotiate control issues.</p>	<p>Creation of Information Sharing Agreement (ISA) and formal sign-off.</p> <p>Retention Schedule and Privacy Notices are created.</p> <p>Risk Register and Record of Processing Activities (RoPA) are updated.</p>	<p>Data collaboration project is implemented, with data sharing conducted via the London Datastore.</p> <p>Measures are put in place to monitor and ensure the project is conducted in accordance with the ISA.</p> <p>Data Asset Register is updated to capture datasets being shared.</p> <p>DPIA and ISA are reviewed regularly during implementation.</p>	<p>Evaluation of:</p> <p>a) the results and impact of the data intervention;</p> <p>b) the effectiveness of the process in steps 1-6</p> <p>Lessons learned from each from the evaluation are used to support a cycle of continuous learning and improvement.</p>
Who to involve	Any member of staff should be able to propose an idea.	SIRO, CIO, IG Lead, DPO, IAO, Business Lead, Legal Lead	SIRO, CIO, IG Lead, DPO, IAO, Business/Service Lead, London Datastore Manager	CIO / IT Lead, Business/Service Lead/Service, IG Lead, DPO, IAO, Caldicott Guardian**	CIO / IT Lead, Business/Service Lead, IG Lead, DPO, IAO, Legal Lead	IT Lead, Business/Service Lead, IAO, DPO, IG Lead	All stakeholders involved in any of the previous steps and Internal Audit.
Tools to use	LOTI four-step data methodology	ODI Data Ethics Canvas UK Statistics Authority Data Ethics Self-Assessment	ICO Guidance on Anonymisation	Dapian Digital DPIA Tool	Information Sharing gateway	London Datastore	

RATIONALE

Data sharing is held back when each organisation follows a different process for moving from idea to execution. Additionally, Information Governance staff are often left out of the design stages of data projects. The result is that major IG issues may only be discovered late in the project lifecycle, delaying their launch.

SOLUTION

LOTI and IGfL have created a [7 step process](#) to specify what steps need to happen in the IG process, and who should be involved in each step. Adopting a common process makes it easier for boroughs to work together on developing data sharing arrangements. The process involves IG Leads in the early stages of data projects, ensuring that legal compliance, ethics and security are built in by design.

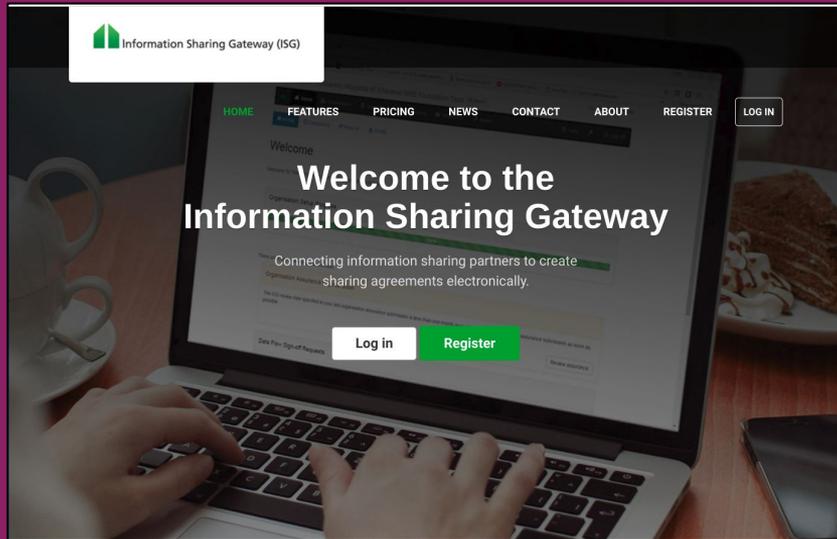
ACTION

- Make all data and IG leads in your organisations aware of the 7 Step Process and embed it into your internal processes. See: <https://loti.london/resources/ig-framework/>

SUPPORT

- For help with using the template, please contact Genta Hajri, LOTI Programme Manager (genta.hajri@loti.london)

5 - Use the Information Sharing Gateway for creating Information Sharing Agreements.



RATIONALE

The differing tools and processes used by boroughs to create Information Sharing Agreements (ISAs) can cause version control issues that delay data projects.

SOLUTION

LOTI recommends that all London local government organisations adopt the [Information Sharing Gateway](#) (ISG) as their default tool for data sharing. The tool is used by thousands of public sector organisations, including the GLA and London Fire Brigade and is free for all London boroughs.

The tool guides even IG novices through the right questions to ensure all data sharing is done legally, ethically and securely.

ACTION

- Boroughs IG teams should sign up for a free account by contacting Paul Hodgson, Senior Manager for the City Data at the GLA (paul.hodgson@london.gov.uk)

SUPPORT

- Support is available from Paul Hodgson, Senior Manager for the City Data at the GLA (paul.hodgson@london.gov.uk)

6 - Use Dapian for creating DPIAs.

Collaboration simplified.

Data Protection Impact Assessments (DPIA) shared among organisations. After sign up you will either reuse an existing or will be able to fill in new DPIA.

[Log In / Sign up](#)



Collaboration

Invite colleagues and partners to contribute to the DPIA process and share your progress with them.

Notifications

Alerts/notifications of updates and changes are sent to interested parties (relevant people), improving response times enabling a more efficient process.

Messaging

For users who don't wish to create an identity/account with Dapian, you can respond to notifications via email and still remain fully involved in the process.

RATIONALE

The differing tools and processes used by boroughs to create Data Privacy Impact Assessments (DPIAs) can cause version control issues that delay data projects.

SOLUTION

LOTI worked with councils around the UK to develop [Dapian](#), an online tool for creating DPIAs. It was designed with the London borough IG community and the ICO were involved in the project group. It cuts the overall time to complete DPIAs by ~63%, saving >£1,200 per DPIA.

Public sector organisations can purchase it for £10k+VAT/year. LOTI boroughs get 15% discount. **LOTI will pay for at least the first 10 member boroughs who commit to using it.**

ACTION

- IG Leads from LOTI boroughs should contact genta.hajri@loti.london to get set up and register their interest in getting a free account.
- Organisations outside of LOTI should contact: <https://dapian.uk/contact/>

SUPPORT

- LOTI will arrange a demo for all London Local government.