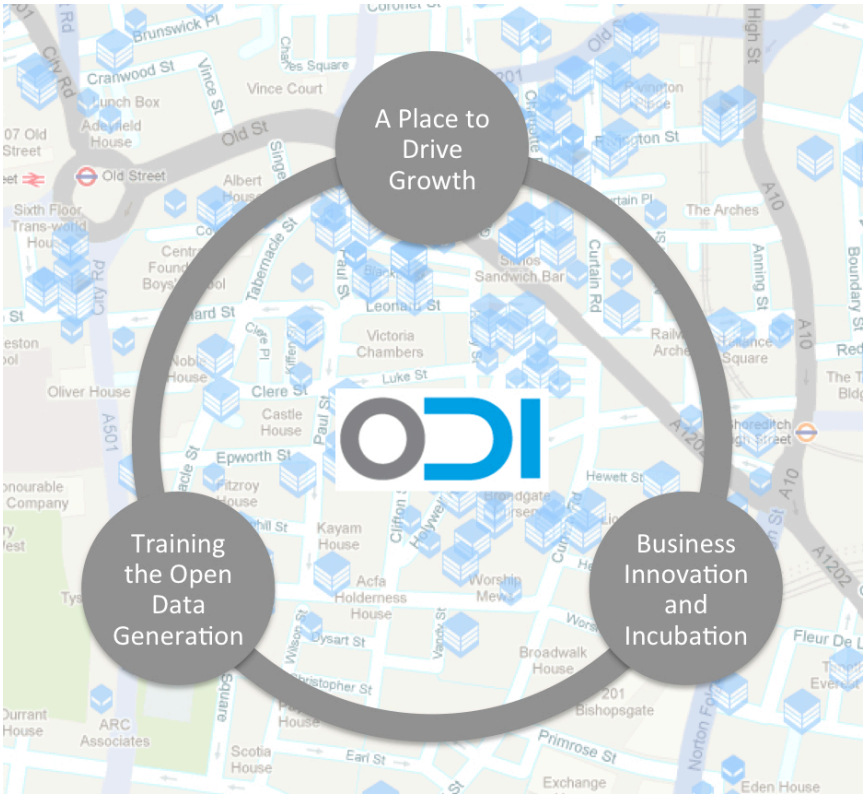
Implementation Plan 2012 and beyond

theodi.org

Our Mission

To establish the world's first Open Data Institute (ODI) as ***the*** leading centre in which the exploitation of Open Data is demonstrated. We will incubate, nurture and mentor new businesses exploiting Open Data for economic growth. We will promote innovation driven by the UK Government's Open Data policy.

We will provide an exhilarating, stimulating, innovative and engaging environment based in the heartland of UK Tech start-ups – Shoreditch. The ODI will be a place that develops the very best UK talents in Open Data. A focal point where current and future entrepreneurs and developers, technologists and creatives meet, share ideas, make things happen and drive growth.



Our Objectives

Core: Business Incubation and Innovation

1. To incubate new business start-ups where economic growth will be driven by the use of Open Data

2. To support and expand the use of Open Data in business and equip a wider range of people with the necessary skills to innovate using Open Data

3. To develop the economic benefits case, impact analysis and business models for Open Data

Supporting: Underpinning eco-system

4. To enhance Public Sector use and understanding of of Open Data

5. To undertake research and support development of standards necessary to exploit Open Data to the full

6. To establish an International presence and reputation through collaboration with other governments and non-governmental agencies world wide

Measures of Success – Year 1

Core: Business Incubation and Innovation

- Four start-up companies created or helped through the business incubation activities of the ODI – growing to 12 pa by year 4
- 20 companies affiliated with the ODI
- Four SMEs or larger corporates helped through the activities of the ODI
- Four ‘Industrial Fellows’ from companies spending dedicated time at the ODI
- At least one Total Immersion event organised at the ODI
- ODI Curricula developed and published
- First Cohort of 25 ODI Technologists and 6 Fellows graduated
- Provide advice to Government and Business on the economic benefits case, impact analysis and business models for Open Data

Implementing the Vision – Year 1

Incubating Open Data Business

The ODI provides an incubator environment where individuals and organisations from differing backgrounds and sectors can come together to explore and exploit the opportunities of Open Data.

During the course of its initial funding the Institute will deliver focused support to small businesses that show greatest promise for the exploitation of Open Data. These businesses will be selected by annual open competitions run by the ODI. It will liaise with existing community meet ups where many of these companies first surface. Mentoring teams will advise and help these young companies and start-ups in both the technical and business aspects of Open Data exploitation. Our own Open Data mentors and Open Data business consultants will provide day-to-day advice and support. Alongside our full-time staff we will also assemble expert panels to provide periodic review and advice on progress. We will draw from the successful experience of very early startup activities such as Seedcamp etc.

One particular aspect of fostering innovation will be the ODI **Jump Start scheme**. This will draw on the considerable talents of UK students. Today the brightest and most entrepreneurial students are exploring business opportunities and ideas for new companies, products and services whilst at university. Some of the most innovative and successful companies have arisen this way (e.g. LastFM, DigiPing, Raportive, Desmos, LittleBits). A survey by Hiscox Insurance found that four in ten London undergraduates were either managing their own businesses or setting up companies while still at university. The ODI will provide resources in terms of technical and business support for ultra early start-ups that have a significant Open Data potential. We will offer them an opportunity to develop their business ideas with the support of the ODI for up to a year.

The ODI will also engage with a range of other businesses and will facilitate and support their exploitation of Open Data. The ODI will undertake focused engagements with these companies to demonstrate the way in which a particular business can identify Open Data that can enhance its own processes, products, services, and consequently grow its profitability. These engagements will also explore how corporate data can be exploited and whether a company holds data that itself can deliver increased value by being made openly available.

The ODI will also hold **Total Immersion** events – these will be appathons or hackathons designed to last for more than the usual 24-48 hours. These events would support specific 'data wrangling' activities, work on newly released data sets, or the data of a specific organisation. They would provide sustained effort to develop new use cases and business cases for Open Data. We would identify and select developers who would spend from 2-4 weeks developing their applications. They would be provided not only with technical support but also business and market analysis.

The ODI will train a cohort of Open Data entrepreneurs, developers, technologists, and evangelists. A variety of training courses will be offered in the area of Open and Linked Data Technologies. The main one will be a 3-month intensive short course in Open Data Technology leading to a **postgraduate diploma in Open Data Technology**. This will equip people with the tools, techniques and business methods of Open Data publication and application construction.

Year 1 material will be developed for a single first year cohort comprising a total of 25 Open Data Technologists. In subsequent years a minimum of two cohorts will be accepted. The goal by the end of the first five years of operation will be to have trained at least 225 Open Data Technologists.

An **Open Data Fellowship Programme** will also be constructed. This will cover the same core material as for the Open Data Technologists. In addition these individuals will be involved in the acquisition of experience and knowledge around Open Data policy, standards and an understanding of the necessary skills for developing Open Data capabilities within organisations. They will work to support some of our startup

companies, larger private companies and public sector organisations in their formulation of Open Data strategies.

As part of the Fellows' programme of study they will serve as 'Open Data Evangelists' in public and private sector organisations. Their explicit role will be to create sustainable knowledge and understanding of Open Government Data (OGD) exploitation and business opportunities within the organisations in which they are placed. All of this will be to support capability building and best practice. In year 1 we will aim for six Fellows and in subsequent years twelve.

The ODI will help develop the economic benefits case, impact analysis and business models for Open Data. It will comprise three elements. Firstly, a business case development and research programme in partnership with organisations in the public and private sectors, drawing on commercial and academic evidence, to characterise the economic benefits of Open Data. Secondly it will build an evidence base of business and public sector narratives that will provide an internationally unprecedented resource for evaluation of the economic and innovation impact of Open Data and enable entrepreneurs themselves to identify opportunities with Open Data. Thirdly, and in the longer term it will help government departments improve internal capabilities for the development of cost/ benefit impact assessment of data release.

Looking further ahead

Underpinning eco-system

In consultation with developers and Open Data users we would identify work that needs to be commissioned on data collection, tools, standards development, linked data vocabularies and ontologies. This supporting activity stream is organised around four major strands of work. **Commissioned Essential Research** would address any urgent requirements to further develop techniques, methods and understanding in a critical area of Open Data delivery. An example might be techniques to ensure that aggregate data cannot be de-anonymised or methods to determine if a particular data release would give rise to a jigsaw effect and so identify individuals. **Externally Commissioned Collaborative R&D** to focus on key Open Data capabilities that companies wish to extend or further develop for deployment. **Knowledge Transfer Projects** would enable the placement of Research Associates within organisations to effect knowledge transfer around the tools, techniques and methods of Open Data. **Standards Development** relevant to Open Data. For example W3C participation, co-ordinating national URI development and use, accelerating the adoption of Linked Data curriculum development for Open Data technologies, ODI participation in the Web Science Trust's Web Observatory activity and the Web Foundation's work on the Web Index as they relate to Open Data.

The ODI will support the publication of OGD by the Public Sector. It will focus on identifying the Open Data most needed by private and public sector organisations conveying these requirements to the Open Data User Group (ODUG). The ODI will have a set of links into regional and local bodies looking at Open Data opportunities.

The ODI will have a national mission but to succeed will need to have international visibility and be amenable to collaboration with a range of organisations and programmes. These range from national efforts like data.gov, associated national Open Data labs such as Etalab in France. Smart City initiatives such as those in Singapore, Amsterdam, Helsinki, Korea that all now have emerging Open Data components. It will contribute to HMG involvement in Open Government Partnership (OGP) initiative. IP work will focus on the development and packaging of open source products and

material. There would be liaison with the team developing courseware and content in the training stream of work.

Over the longer term the ODI will help secure and commission the required research in underpinning Open Data technologies. It will help the public sector use its own data more effectively. It will engage with developers, the private and public sector to build supply chains and commercial outlets for public data. It will serve to benchmark Open Data initiatives not only in the UK but also around the world. The ODI will help develop the economic benefits case and business model for Open Data building on commercial and academic evidence and its own analysis. The ODI will be seeking to highlight and demonstrate how Open Data can transform productivity and outcomes in public services, as well as drive enterprise value in the broader economy.

The ODI will also have an interest in how Open Government Data adds value to various types of closed data. It will also look at the emerging area of Personal Information Assets and programmes such as midata that emphasise how personal data can be released back to an individual.

The Open Data Institute is seeking matched funding in a number of ways: financial contributions and donations; contributions in kind; sponsorship, secondments. It will also carry out specific pieces of work on behalf of organisations in the private and public sectors. An active sales plan is being developed to engage with corporates who will support the objectives of the ODI. Over 40 senior business leaders have already attended a briefing to discuss how they might contribute to the ODI. A similar briefing is being undertaken for the public sector and research organisations.

Measures of success for the future:

- Public Sector organisations helped through ‘Red Team’ activity
- Public Sector Open Data opportunities identified and demonstrated
- Open Data policy advice to Government
- Publications in journals, conferences or workshops of ODI research
- Involvement in standards initiative by the ODI
- Establishing an International presence for the ODI
- Presentation and attendance at international Open Data events

The ODI – Place, Space and People

Place

The ODI will have its primary physical presence in Shoreditch; providing immediate access to the various networks that comprise the Silicon Roundabout phenomenon. With anywhere from 600-800 activeups – many looking to exploit and use Open Data this existing network will be essential to the ODI. It provides a ready pool of innovative talent eager to collaborate with and use the outputs and resources of the ODI. A larger business cluster is also emerging in the East London area. It contains not only small and micro businesses; it also has increasing numbers of larger corporates and SMEs – Facebook, Google, Cisco, Mind Candy etc.

The ODI facility will be a hub for innovation – consulting, mentoring, and training will be hosted there. It will act as an incubator for young Open Data start-ups and it will be a centre of excellence that facilitates networking, and interaction. It will be a drop-in place for CTOs, developers/technologists, researchers/academics to discuss their work, frustrations, get coffee and get networked. It will be a destination for international visitors; a place to demonstrate the power and potential of Open Data.

Space

We are currently assuming a space requirement in the Shoreditch area of between 4000-5000 square feet to house the ODI's various activities. The intent is to enable this space to be available 24/7.

People

We are assuming a management team of 6 full time equivalents, as shown below, delivery teams for innovation, incubation, training, research and the part time engagement of the Chair and President (to set overall strategy with CEO and Board):

- CEO
- Director of Open Data Business & Innovation
- Director of Capability & Training
- Director of Technology
- CEO PA and Communications Manager
- Office Manager and part-time Finance post.

Work plan: Place, Space, People and delivery of Core Objectives