DATA LEADERSHIP VITALS

ABOUT

The Data Leadership Vitals are the 'north star' for data leadership.

They provide a direction and path for building data leadership within your city.

They are a set of opportunities we believe to have great leverage in building an organisational culture that values data and the insights that can be generated from it.

They are what we might call the fundamentals - the minimums. We would consider them mandatory in any data journey.

They are what we call the data leadership vitals.

THE VITALS

Purpose
Privacy
Security
Ethics
Governance

Purpose

The foundation of data leadership is purpose.

Without it, your data risks providing little value.

And without purpose, you lack legitimacy, and ultimately transparency and trust.

Purpose is important because it brings reason to your data. Given this, there is no better starting place.

Above all, it comes down to your actions - the decisions you make to generate benefit. And evidence-based decisions are the best decisions.

Privacy

There are rules and regulations to create fairness, equity and transparency of data management.

The law is non-negotiable. This is where privacy starts.

Embrace tools and methods for ensuring that a 'privacy by design' approach becomes a culture of your organisation.

When in doubt, conduct a Privacy Impact Assessment to determine your risk and focus areas.

DATA LEADERSHIP VITAL NO.3

Security

End to end security that provides full lifecycle protection of data and your physical assets is essential.

Ensuring that all data is securely retained (and destroyed at the end of the process) is critical.

Continually assess the risks for all your assets - from large built infrastructure to the smallest mobile devices and sensors.

And finally, remember to 'bake in' security - do not treat it as an end checkpoint.

DATA LEADERSHIP VITAL NO.4
Ethics

Ethics should permeate every data-related decision you make.

Data ethics requires more than just common sense. It guides decisions about the purpose of data collection, what data should be collected, how it should and should not be used and who should access it.

Ethics describes the value judgements and approaches to be used when generating, analysing, combining and sharing data, including the appropriate use of technology and tools.

Ethical norms will vary and will be interpreted - this is the reason every organisation that collects data should evaluate or review their ethical practice model continuously.

DATA LEADERSHIP VITAL NO.5
Governance

Data governance is the set of 'arrangements' put in place to help an organisation realise the value of data.

The quality of your data, the standards you adhere to, the API's you generate, which data you open, close or share... are all part of data governance.

You must also include the articulation of the roles and responsibilities for all information management decisions.

Remember to measure your performance and review your processes, and do this regularly to ensure continuous improvement.

Ultimately, good data governance allows us to maximise the value of data, and its impact.

WHAT ELSE?

We must not forget that data is a strategic business asset, just like other assets. It holds value, and can have profound impact. For government, this can also be an opportunity to create new value, and revenue.

But data can also be a liability if not well managed.

A data strategy is therefore critical to reduce risk and harness the opportunity. Whilst not explicitly one of our five data leadership vitals, a data strategy is a key enabler of them.

And don't forget - data leadership is a journey of continuous improvement. It requires action, review and adjustment. All the while, maintaining a high level of transparency.

FINAL NOTES

We acknowledge that there are a range of additional tools, practices and approaches to activating data and creating value from it.

Data trusts, digital twins and data exchanges are just some of the emerging tools being adopted, in support of open and shared data practices that are becoming more common place. All of these tools are important, and play their part in helping catalyse data insights, and potential benefit.

But our final note, for those considering building a data leadership culture, is that the data leadership vitals focus on building a strategic commitment at the highest level within the city.

We need to start at the top, and build a commitment to invest in data as an enabler to making better decisions, that can change lives.

Data leadership within this generation. Join us.

CfDL

Centre for
Data Leadership

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