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Business Plan 2012-2017

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The Open Data Institute Vision

The vision is to establish the Open Data Institute (ODI) as a world-leading centre to innovate, exploit and research the opportunities for the UK created by the Government's Open Data policy.

Not only world-leading, the ODI is the first of its kind anywhere in the world and as such will become the 'go to' venue for those countries, companies, institutions and other bodies seeking to understand Open Data, overcome the challenges of publishing Open Data, make commercial gain from Open Data and employ the best technologies to ensure Open Data is exploited in the best possible way.

The aim is to build on the enviable position the UK already holds in the publishing of data and to ensure that over the coming years that position is consolidated and strengthened.

The ODI will become an exemplar and we expect to see similar initiatives established around the world. Led by Professor Sir Tim Berners-Lee and Professor Nigel Shadbolt and involving business, public sector and academic institutions the ODI will be based in Shoreditch in East London.

The ODI will demonstrate the commercial value of Open Government Data (OGD) and the impact of Open Data policies on the realisation of this value. It will also develop the capability of UK businesses to exploit this value, with support from University researchers. 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 foster and train a generation of Open Data entrepreneurs. It will help secure and commission the required research in underpinning Open Data technologies. It will serve to benchmark Open Data initiatives not only in the UK but around the world.

The ODI will 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 OGD adds value to various types of closed data. It will also look at the emerging area of Personal Information Assets, for example programmes such as midata that emphasise how personal data can be released back to an individual.

The ODI will be designed around the power of the **Network Effect** – the network components are data, people or organisations. Within these networks the ODI will be a key node - a **Focal Point** that will coordinate, convene, link and integrate other network components. A key principle of the ODI will be **Additionality** – to be able to clearly demonstrate that the sum of the ODI is greater than its constituent parts.

The ODI will embody the **Power of Open** – it will support open standards, open data, open licences and promote wherever feasible open source software. The ODI will demonstrate the utility and benefits of using **Linked Data** for the publication, reuse and exploitation of OGD. The ODI will endeavour to be **Agile** and as such will have a lean organisational structure capable of rapid re-configuration. The ODI will wherever

possible exploit and enhance existing investments in the area of Open Data.

OGD is likely to obey a **Power Law** and demonstrate a **Long Tail**. As such some OGD will have extremely high utility and be used by a very large number of users. But all OGD will have some utility – and a substantial amount of data use will exist under the tail of the distribution with many data sets used by only a few. However, summed together the value under this long tail can be substantial. The ODI will need to ensure the continued availability of OGD of all types.

The ODI will promote OGD as a **Platform** for transparency and accountability, efficiency and improved service delivery, innovation and value creation – a data platform to support Government, Business and Research.

† The value of a network is proportional to the value of the number of connected components of the system (n^2).

The Open Data Institute will be formed as a legal entity during the May 2012. Following acceptance of this Business Plan detailed launch tasks will be commenced focussing on the following activities,

1. Recruitment of key staff
2. Web site and brand development
3. Appointment of stakeholders and members advisory board
4. Premises acquisition
5. Services agreements
6. Banking facilities
7. PR/Marketing
8. Curriculum development
9. Discussions with potential funding bodies
10. Launch arrangements

The plan currently calls for the ODI to open for business in September 2012 with initial activities to establish the Institute occurring earlier. A formal opening will take place during October.

Research &
Academic
Cluster

Business
Cluster

ODI

Public Sector
Cluster

Tech City

International
Agencies
Cluster

The ODI will draw on four clusters (sets of associated partners) and will have a physical touch down space in Shoreditch. These clusters represent business, public sector,

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academe and overseas interests. The clusters represent complementary sectors and the ODI will serve to support cooperation, integration and bridge building between them.

The requirement for public money is based on the recognition that to bring a coordinated and strategic programme of development and exploitation across these

clusters requires precursor funding. In order to achieve additionality a focal point needs to be established – this requires funding and was the motivation behind the Chancellor’s announcement in the Autumn statement. The major resource that is to be exploited is Government and Public Sector data. The Government and Public Sector will be major beneficiaries of the work of the ODI. And in the area of Open Data the Public Sector is leading the way. Business has not yet fully recognised the considerable value (see next section) contained in these releases. Public money will be pivotal in demonstrating, encouraging, promoting and developing the use of this valuable resource by the private sector.

Any public money will also be matched by private sector funds. Matched funding may comprise corporate sponsorship, donations, secondments, contributions in kind, paid training, research grants and other paid work, e.g. from International operations. The public money allows us to move quickly to establish the ODI and this prime mover advantage in the fast moving arena of Open Data will be crucial to the UK’s ambition “to become the world leader in Open Data” (George Osborne, May 2011).

The Value of Open Data

There are a number of reasons advanced for the release of Open Data. These include transparency and accountability, efficiency and improved Public Service delivery, enhancing the quality by crowd sourcing the inspection and collection of data, increased citizen engagement, the creation of economic and social value. Each of these is about a form of value creation and evidence is emerging to back up these claims.

Open access to data not only holds officials and organisations accountable but it can

often have a material financial benefit. The United Nations e-Government Summary of 2010 highlighted two examples from the United States.

"In California, for example, it cost \$21,000 to implement the State's spending transparency website and its annual operational costs are estimated to be below \$40,000. Visitors to the website report unnecessary spending to the government and, after only a few months of operation, the website had already saved the state over \$20 million."

"In a similar manner, the transparency website in Texas, just a few months after launching, had already helped achieve savings of over \$5 million."

The availability of Open Data to support fraud detection is documented by David Eaves where in Canada it led to the exposure of Charitable Fraud that was costing no less than \$CD 3.2 billion.²

Efficiencies are another argument in favour of Open Data. A concrete example is the Danish address register³. In 2002, the official Danish address data was made available free of charge.

² <http://eaves.ca/2010/04/14/case-study-open-data-and-the-public-purse/>

³ [The value of Danish address data: Social benefits from the 2002 agreement on procuring address data](#)

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(p. 1) "The conclusion of the study is that the direct financial benefits from the agreement for society in the period 2005-2009 amount to around EUR 62 million (~DKK 471 million). Until 2009 the total costs of the agreement has been around EUR 2 million."

(p. 2) "In 2010 it is estimated that social benefits from the agreement will be about EUR 14 million, while costs will total about EUR 0.2 million. Around 30% of the benefits will be in the public sector and around 70% will be in the private sector."

Improving public services is a third argument in favour of Open Data. These improvements will often come with direct economic benefits. The release of MRSA infection rates in UK hospitals is a case in point. In 2008 MRSA was costing the NHS £45 million in treating around 5000 infected patients - £9000 per patient. From July

2010 every month MSRA infection rates in all NHS hospitals are being published on data.gov.uk. By August 2011 infection rates had fallen to less than 100 per month across NHS Trusts. Of course Open Data publication cannot be established as the single cause of improvement and the attendant £34 million of savings. However, the reported exchange of best practice between Hospitals and Trusts combined with the effect of league tables showing the worst Hospitals and Trusts will have had a significant effect.

Efficiencies of procurement are clearly another area of value creation. The Open Data provided as a platform for innovation can lead to application development orders of magnitude cheaper than the production of those applications and services by Government itself. The same UN report cited earlier noted "Apps for Democracy featured a contest with awards for the best applications built upon data supplied by the district government. In thirty days, at a cost of \$50,000 in awards, participants developed 47 applications that would have cost \$2.6 million if developed internally by the District [of Columbia]."

Direct economic value of the release of public sector information as Open Data has been addressed in a number of reports and formal studies⁴. Whatever the precision of these studies the important point is that they all point to the ultimate larger and in some cases very much larger economic returns that result from Open Data policies.

In the US meteorological data from the Federal Government has always been open and freely available as downloadable data or real time streams. According to the American Meteorological Society, the total size of the private sector weather market is greater than \$1.5 billion per year. Research has estimated the direct economic value of access to US government meteorological data as \$500 million per year. A literature review by Arzberger et al (2004) also identified the role of this public data in supporting a rapidly growing weather risk management industry underwriting financial risk management instruments, valued at approximately \$8 billion. As of November 2011 the UK Public Weather Service data is now available as Open Data and there is every reason to believe that substantial value will be created as a result.

In 2011 Graham Vickery (Information Economics) researched for the EU the market

value of Public Sector Information (PSI). According to him, “the direct PSI-related market would be around EUR 32 billion in 2010”. He also estimates that each year, within the European area, “overall economic gains from opening up PSI and providing easy access for free or marginal cost of distribution could be up to EUR 40 billion”.

All of the evidence points to the value of Open Data. It provides a powerful *raison d’etre* for the ODI and the areas in which it will work. This activity is detailed in the following pages. Undoubtedly more evidence needs to be collected and models of value creation understood. This too is an essential piece of work the ODI is planning to undertake.

⁴ Newbery, Bently and Pollock (2008) Models of Public Sector Information Provision via Trading Funds. Cambridge University, commissioned jointly by the Department for Business, Enterprise and Regulatory Reform (BERR) and HM Treasury in July 2007. <http://www.berr.gov.uk/files/file45136.pdf>

The Open Data Institute's Target Markets

Each of the identified clusters represents an important target market for the ODI.

The Business Sector

The ODI will have its primary physical presence in Shoreditch around the Tech City initiatives. This positioning will immediately give it access to the various networks that comprise the Silicon Roundabout phenomenon. With anywhere from 600-800 active start-ups – 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. These start-ups, many staffed by recent graduates, have a natural affinity to the research and development ethos of Universities. As such Tech City offers an environment that will straddle business and academe. The space requirements will be dynamic with a core requirement for housing around flexible meeting, training and innovation spaces.

Examples of start up companies in this area include Carbon Culture, Comufy, Red Monk, Go Squared, Sticky World, Acunu, Model Two Zero, All Global, Red Spotted Hanky, i3 Education Services. However the ODI will not exclusively rely on geographic proximity and it is to be a UK facility. Small companies all around the UK are pioneering the use of Open Data and we would want to include in our industrial cluster companies such as; Parkopedia, Placr, Duedil, Openly Corporate, Swirl, Dr. Packet to name a few.

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. A challenge will be to maintain an environment in which the smaller companies are not priced out or in other ways competed out of participation. The figure below represents those organisations who have already indicated an interest in the ODI – there will doubtless be many more. It includes SMEs with strong Open Data credentials such as Cerner, Kasabi and ITO World. Once again not all of these companies are based in the immediate East London

⁵ The Tech City initiative, is backed by UK Trade and Investment, and is seeking to capitalise on the success of UK start-ups such as Songkick and Moshi Monsters-creators Mind Candy by drawing attention to East London as an incubator of technology-orientated companies.

area and given the aspirations of the ODI geography must not be a barrier to engagement.

Figure 1 Business Cluster - initial expressions of interest

The Public Sector

The Public Sector and Government will have a strong interest in the ODI and constitutes a natural Government/Public Sector Cluster or network. This includes the Cabinet Office that has principal responsibility for Government Open Data policy. There are significant Department Open Data interests in the Home Office, Ministry of Justice, Communities and Local Government, Transport, and Health. The ODI will be able to help the emerging Government Sector Panels prioritise and provide best practice advice. It will need to coordinate with the National Archive and various arms length bodies with an interest in Open Data such as the Environment Agency, the Office of National Statistics and members of the Public Data Group (Ordnance Survey, Land Registry, Met Office and Companies House).

The ODI will be an important source of requirements on the Open Data that is most needed by private and public sector organisations. It will convey these requirements to the Open Data User Group (ODUG) and the Data Strategy Board (DSB). It is the DSB that ultimately commissions the Public Data Group to supply Open Data. The ODI will therefore play an important role informing deliberations about Open Data releases. It should also have a strong set of links into the regional and local bodies looking at Open Data opportunities and liaising with the Local Government Association. Most recently

the launch of the Government Digital Service (GDS) provides an excellent opportunity to ensure that OGD can be a foundation for the delivery of its services. Strong links between the ODI and GDS would make good sense.

Open Data has the power to transform productivity and outcomes in public services, as well as drive enterprise value in the broader economy. The ODI will help develop the policy, business and benefits case for the public sector release of Open Data.

Figure 2 Public Sector Cluster - initial expressions of interest

The University Sector

A university cluster is already in evidence with Imperial and UCL both announcing plans to locate resources in the East London area and QMW already there. The University of Southampton is prepared to commit significant resources to establishing and setting up the ODI in Shoreditch. It sees advantages in having a London presence and has strong and existing links with the two Universities associated with the Smart Infrastructure project already announced for Tech City.

It is likely that other research agencies and professional bodies with a significant and emerging interest in Open Data would also associate with the university/research cluster. For example, these include Joint Information Systems Committee (JISC),

Wellcome Trust, The Engineering and Physical Sciences Research Council (EPSRC),
The Economic and Social Research Council (ESRC), United Kingdom Research
Councils (UKRC), the Chartered Institute for IT Professional (BCS), Royal Society and

Royal Academy of Engineering. The Technology Strategy Board itself has a principal
association through its line of support for the ODI and in particular the Linked Gov
initiative it supports.

Figure 3 Research Cluster - initial expressions of interest

The International Dimension

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.

International collaboration also extends to the possibility of funding from organisations such as Fraunhofer in Germany, EU, AStar Singapore or the World Bank.

We would expect a number of commissions from overseas and it is possible that a model such as the ODI could be a template that others would follow or seek to franchise.

Figure 4 International Cluster - initial expressions of interest

A further feature of the international work of the ODI will be to act as a source of evangelism and OGD advocacy in forums such as the Open Government Partnership, Open Knowledge Foundation and Web Science Trust. The UK is joint Chair of the Open Government Partnership in 2012/13 and this will provide an opportunity to engage with the international OGD community in a particularly influential manner.

The Evolving Data Market

As both the private and public sectors begin to make data about individuals available back to them in digital form we will see the emergence of businesses, products and services to manage these personal information assets. The ODI will likely be involved in this work though it will be important to separate out the issues around OGD from personal government data.

The Activities of the Open Data Institute

The ODI will have its primary physical presence in Shoreditch around the Tech City initiative. This positioning will immediately give it access to the various networks that comprise the Silicon Roundabout phenomenon. With anywhere from 600-800 active start-ups - many looking to exploit and use Open Data - this existing network will be an essential part of ensuring that innovative talent surrounds the ODI. It is a pool of talent that will collaborate with the ODI and use the outputs and resources of the ODI. These start-ups, many staffed by recent graduates, have a natural affinity to the research and development ethos of universities. As such Tech City offers an environment that will straddle business and academe. The space requirements will be dynamic with a core requirement for housing around flexible meeting, training and innovation spaces.

The vision for the ODI will be realised through four major lines of activity focused on the four target clusters outlined above; business, public sector, universities and international collaboration. It will also include a strong line of support for training the next generation of Open Data Technologists. Within these major lines of activity work on standards and policy development will be supported together with IP protection and exploitation where appropriate. See Appendix 1.1 for detailed costs of the managing the ODI and the facility itself. The objectives for the major lines of activity along with the measures of

effectiveness are described below – detailed costs, deliverables and workplans are provided in Appendix 1, 1.2-1.6.

Open Data and Business Innovation

During the course of its initial funding the Institute will deliver focused support to small businesses in selected domains that show greatest promise for the exploitation of Open Data in a business or public sector context. 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.

These will be drawn from the wider Open Data community and from the various cluster members. We would also anticipate that some of the secondments we are seeking from

both the public and private sector would not be full time but in many cases represent commitments of around 10 or 20% of their full time posts. In this case we are assuming it would be easier for organisations to cover the cost of the secondment since this could be seen as a continuing professional development activity.

One particular aspect of fostering innovation will be the ODI Jump Start scheme. This will draw on the considerable talents of UK students. The experience of a number of universities is that the brightest and most entrepreneurial students are exploring business opportunities and ideas for new companies, products and services whilst at university. Moreover, 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 support, guidance and advice for ultra early startups that have a strong Open Data component to provide them an opportunity to pursue their ideas.

The ODI will also engage with a range of other businesses (see Figure 1 for examples of initial interest from companies). These businesses will be offered associate membership of the ODI and the ODI 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 its profitability. These

engagements will also explore how data can be exploited and whether a company holds data that itself can deliver increased value by being made openly available.

A feature of the first year is the launch of our Total Immersion series. These events will go beyond the normal one or two day events where applications using Open Data are brainstormed and built to varying degrees of completion. ODI Total Immersions would last two to four weeks. Using social media we would launch calls for participation and seek to shortlist teams to take part. We would look to partner with existing efforts such as ReWired State, Google Campus and Telefonica Academy in running these events. We would offer technical support along with business and market analysis. The events

would be extreme and intense with teams completely focusing on the development of an Open Data business proposal, proposition or even deployed application.

Year One Measures of Effectiveness

1. Four start up companies created or helped through the business incubation activities of the ODI – growing to 12 pa by year 4

2. Twenty companies affiliated with the ODI
3. Four SMEs or larger corporate helped through the activities of the ODI
4. Four 'Industrial Fellows' from companies spending dedicated research time at the ODI
5. At least one Total Immersion event organised at the ODI.

See Appendix 1.2 for detailed costs, deliverables and workplans.

Open Data Public Sector Innovation and Policy

A priority for the ODI will be to develop the economic benefits case and business model for Open Data. Open Data has the power to transform productivity and outcomes in public services, as well as drive enterprise value in the broader economy. It offers government an effective means of driving value for money for the taxpayer. This aspect of the ODI's work will comprise three elements. Firstly, a major 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 over time 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, it will help government departments improve internal capabilities for the development of cost/benefit impact assessment of data release.

The ODI will encourage and support the publication of OGD by the Public Sector. This will help provide (i) OGD for internal efficiencies and benefits within and between public sector bodies and departments, (ii) a source of OGD for commercial exploitation.

Working with organisations and departments in the Public Sector we would use small “Red Teams” to identify the Open Data opportunities within the organisation, provide

examples of the use to which the data could be put and look to provide sustainable processes to continue to publish and exploit Open Data. This work will look to embed OGD publication using the most powerful Open Data standards and this will include the promotion of Linked Data methods and cross Government URI (data naming) schemes.

Red Teams comprise groups (usually a pair) of Open Data specialists who will be able to locate and publish data using appropriate standards and licences. They would then show the sorts of efficiencies and services that arise from Open Data publication. This would include close liaison with the Government Digital Service so that we can provide a good link between citizen facing applications and the provision of the data they require

to function.

The ODI will also provide an authoritative source of expert advice for Government to accelerate the effective release of Open Data in ways that minimise private sector costs and other barriers in reusing data. This would help ensure that the public sector “gets it right first time” and reduce public sector IT and consultancy costs. The efficiency savings available to public sector bodies that publish Open Data are already being demonstrated but as yet the examples and best practice are not widely disseminated, documented or reproduced – part of the ODI’s remit would be to change this through the programme of work described at the outset of this section. It would also provide more general policy advice on the benefits and challenges of OGD as they emerge. Such policy work would also be made available to the private sector as appropriate.

Year One Measures of Effectiveness

1. Four Public Sector organisations helped through “Red Team” activity
2. Four Public Sector Open Data opportunities identified and demonstrated
3. Providing at least two pieces of Open Data policy advice to Government

See Appendix 1.3 for detailed costs, deliverables and workplans.

Training the Open Data Generation

The ODI will train a cohort linked and Open Data technologists, entrepreneurs 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.

Designed as part of the University of Southampton's MSc in 'Open Data and Web Technology' it will equip people with the tools, techniques and business methods of Open Data publication and application construction.

The course will use dedicated lecturing staff and develop a range of innovative course material relating to the technical and business aspects of Open Data. The material will be developed in the first half of year 1 with the first intake beginning Spring 2013. In subsequent years at least two cohorts a year will be admitted. The goal is that by the end of the five years of funding the ODI will have trained at least 225 Open Data Technologists. We anticipate that there will be strong demand from overseas for these courses however preference will be given to Home (UK and EU) students. It is possible that demand may be higher than we and we anticipate that it would not be difficult to

scale the teaching and training effort since this activity is significantly revenue generating.

An 'Open Data Fellowship Programme' will also be run – as well as encompassing the same core material as for the Open Data Technologists these individuals will be involved in the acquisition of experience and knowledge around the Open Data policy, standards and mentoring skills for developing Open Data capabilities within organisations'. They will work explicitly with some of our start up companies.

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 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 accept 6 Fellows in subsequent years 12 Fellows. It is expected that the cost of Fellows will be met by individuals themselves or sponsoring organisations – there may be a possibility of bursaries in subsequent years but these have not been assumed.

Both of these Programmes will be based in part on a successful internship model run by Professor Shadbolt with Rolls Royce in the late 1990s. See Appendix 1.4 for detailed costs, deliverables and workplans.

Year One Measures of Effectiveness

1. ODI Curricula developed and published
2. First Cohort of 25 ODI Technologists and 6 Fellows graduated

Research and Standards Development

The ODI will look to develop and promote the emerging Linked Web of Data as a means of delivering the vision of OGD. There are already companies publishing and consuming data using these standards (including IBM, TSO, UNIT 4 Agresso and Kasabi) and a number of public sector agencies doing the same (for example the Ordnance Survey, National Archives and Environment Agency). We will use the ODI to accelerate the adoption of Linked Data. The ODI will identify those areas that require research in methods, tools and techniques for the publication and life cycle of OGD exploitation. It will seek to commission such work if needed. 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.

The ODI will work with existing UK investments (such as LinkedGov, Digital Economy Hubs etc.) to support OGD exploitation. It will help support the LinkedGov programme, to the point where it provides a robust pipeline to support data flow from the public sector into the innovation economy.

The ODI will also ensure there is an influential UK voice in developing Web standards and policies. It will help ensure future Web standards are open and fit for purpose. The ODI will advise on regulation and legislation in the UK, EU and internationally seeking to ensure it is framed to enable and support UK-based business and innovation using the new possibilities the technology provides. See Appendix 1.5 for deliverables and workplans.

Year One Measures of Effectiveness

1. Four publications in leading journals, conferences or workshops from any research funded by the Institute
2. Number and impact of open source software packages produced
3. Involvement in one standards initiative by the ODI

Note: Individual research projects may also have their own performance metrics.

The Open Data Institute - International Collaboration and IP Management

The ODI will serve as a locus for International Open Data collaboration at all levels of granularity – for example at national, regional, city and institutional levels. There will be opportunities to work with other non-governmental agencies that support Open Data exploitation around the world – examples include Fraunhofer, the World Bank and the Singapore A*Star initiative.

A further feature of the International work of the ODI will be to act as a source of evangelism and Open Data advocacy in forums such as the Open Government Partnership, Open Knowledge Foundation and Web Science Trust.

See Appendix 1.6 for deliverables and workplans.

Year One Measures of Effectiveness

1. Establishing International presence of ODI and significant contacts developed with four other International Programmes.
2. Presentation and attendance at four international Open Data events

The Open Data Institute - Financials

The high level financial breakdown is provided below for the major lines of ODI activity;

managing and running the core facility, business innovation, public sector engagement, training and capacity building, research and standards, international collaboration and IP management. The proposed TSB allocation of grant to each activity by year is shown. This must sum to £2,000,000 per annum.

An estimate of the value of contributions in kind (CIK) for each activity by year is given and the income for each activity by year is shown. To note is that there is no reliance on significant income in year 1 except for the teaching and training component. It is believed that income from teaching and training can be assumed with a high degree of confidence.

Expenditure for each activity by year is shown and this enables an overall estimate of the deficit or surplus by year. We see that over the course of five years the ODI begins to generate increasing amounts of income an essential step in the process of establishing a sustainable future for the ODI beyond the initial five years of funding.

Detailed costings and associated justification for each of the activity lines is provided in Appendix 1.

Institute Consolidated Figures	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	£k	£k	£k	£k	£k	£k
TSB Grant to ODI						
Management and Facility	918,653	584,000	608,000	612,000	637,000	3,359,653
Business Engagement	552,600	634,000	630,000	636,000	633,000	3,085,600
Public Sector Engagement & Policy	100,000	50,000	50,000	50,000	50,000	300,000
Training and Capability	126,242	182,000	162,000	152,000	230,000	852,242

Research & Standards	277,505	525,000	525,000	525,000	425,000	2,277,505
International & IP	25,000	25,000	25,000	25,000	25,000	125,000
Total TSB Grant	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Contributions in Kind (CIK) to ODI						
Management and Facility	30,000	30,000	30,000	30,000	30,000	150,000
Business Engagement	0	138,600	143,451	148,471	153,667	584,189
Public Sector Engagement & Policy	90,720	138,600	143,451	148,472	153,668	674,911
Training and Capability	0	0	0	0	0	0
Research & Standards	83,333	384,320	390,224	500,528	510,032	1,868,437
International & IP	0	0	0	0	0	0
Total CIK to ODI	204,053	691,520	707,126	827,471	847,367	3,277,537
Income for ODI						
Management and Facility	6,000	10,000	8,000	10,500	10,000	44,500
Business Engagement	0	190,000	340,000	540,000	840,000	1,910,000
Public Sector Engagement & Policy	0	125,000	150,000	200,000	300,000	775,000
Training and Capability	212,161	377,333	364,000	357,333	409,333	1,720,161
Research & Standards	0	228,000	331,000	384,000	437,000	1,380,000
International & IP	0	115,000	172,000	210,000	210,000	707,000
Total Institute Income	218,161	1,045,333	1,365,000	1,701,833	2,206,333	6,536,661
Expenditure for ODI						
Management and Facility	918,653	865,741	890,835	899,092	926,795	4,501,116
Business Engagement	552,600	861,974	939,809	1,126,971	1,109,734	4,591,089
Public Sector Engagement & Policy	201,623	230,528	236,804	243,287	193,126	1,105,368
Training and Capability	167,493	231,380	233,846	242,390	244,346	1,119,455
Research & Standards	171,313	719,893	949,738	852,219	818,193	3,511,356
International & IP	71,700	129,500	142,926	145,436	148,034	637,597
Total Institute Costs Incurred	2,083,381	3,039,016	3,393,958	3,509,396	3,440,229	15,465,981
(Deficit)/ Surplus	134,780	6,317	(28,958)	192,437	766,104	1,070,681
Total ODI Support TSB + CIK + Income	2,422,215	3,736,853	4,072,126	4,529,304	5,053,701	19,814,199

Figure 5 ODI Overall Financial Breakdown

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The Open Data Institute - Governance

Company limited by guarantee

Following legal advice the Company will be incorporated as a company limited by guarantee, with each Partner Member (Stakeholder) guaranteeing the sum of £1 which is the extent of their liability of membership.

The Company will be set up as a not-for-profit organisation, which means that any revenue the Company generates must be reinvested back into the Company; profit cannot be distributed to its Partner Members (Stakeholders).

The Company will apply to have Community Interest Company (“CIC”) status, which

will help provide the necessary assurance for grant funders that such funding will be used appropriately whilst also giving the Company a branding advantage by openly demonstrating it is run for the benefit of the community/public.

Once CIC status has been achieved, the Company will be subject to an “asset lock”, which means that it can not transfer assets other than at market value, unless it is to another CIC or charity detailed in the Company articles, to benefit the community the CIC is serving, or as otherwise agreed with the CIC Regulator.

Once the Company is incorporated and has been established, its Main Board can consider whether a change to Charitable Incorporated Company status would be beneficial in all the circumstances and effect such change as required under new legislation that is expected to be introduced some time in 2012.

The proposed Governance structure for these Companies is shown below:

⁶ Following further legal advice received during May it has been decided to set up the ODI legal entity as a 'Company Limited by Guarantee' with 'Not for Profit' status.

- i) Prof. Sir Tim Berners-Lee; and
- ii) Prof. Nigel Shadbolt.

Other Partner Members (Stakeholders) will be recruited to ‘balance control’ of the Company and to provide an additional source of benefit to the ODI. Likely Partner Members (Stakeholders) will be those interested in the field generally, those with the same aims in relation to Open Data, and general interest groups. Additional Partner Members (Stakeholders) will be appointed during the coming months. More detail on the Main Board, Partner and other Membership criteria is provided in Appendix 4.

Trading Subsidiary

The Company will wholly own a Trading Subsidiary to enable it to protect its assets within the parent company and allowing it to separate out any trading (“economic”) activities, contracted through the Trading Subsidiary, from its core research activities, contracted through the Company.

The Trading Subsidiary will be run by the Directors of the Company, who report to the Main Board as part of the Company structure.

Company Management

The Company has a Foundation based model of management, where the Partner Members (Stakeholders) are also the Directors, and the Company operates with two boards, the Main Board and the Management Board.

The Main Board

The Main Board is made up of the Executive Directors (President, Chair, CEO etc.) and any non-executive directors that have been nominated by the Partner Members as their representatives.

Prof. Sir Tim Berners-Lee will act in the role as president for the Company. Prof. Nigel Shadbolt shall act as Chair.

There will also be a nominated Director taken from and elected by the Member Advisory Board (“MAB”). The person will genuinely represent those other interested parties that

have a particular interest in the ODI.

The Main Board is responsible for making all strategic decisions for the ODI and monitoring any delegated powers and functions, such as the Management Board.

The Management Board

The Management Board is comprised of certain of the Directors and anyone else appointed by the Main Board.

The Management Board will be responsible for the day-to-day running of the Company/Trading Company/ODI under the direction of the Main Board.

The Member Advisory Board

Member Advisory Board (“MAB”) will be hard-wired into the Open Data Institute, but will have a loosely prescribed remit to allow it to evolve with the ODI at the discretion of the Main Board.

The MAB will be comprised from the wider ‘ODI Membership’ on terms to be established.

The purpose of the MAB is three-fold: first, it will be used as a check and balance and to feed opportunities, suggestions and opinions into the ODI’s Main Board; second, it will feedback on specific questions/issues raised by the Main Board as something requiring Member approval/consideration/input; and third it will offer an incentive for ODI Membership against which the ODI would seek to obtain benefit e.g. work in kind, finance etc.

The MAB will feed into the Main Board by direct interaction with the Chair or CEO at MAB meetings and also by having a permanent member on the Board, elected periodically by the Membership.

ODI Membership

It is proposed that ODI Membership is a tiered structure and reflects the level of involvement and commitment made by the members.

Membership will be recruited with the offer of:

- 1) affiliation with the ODI; and
- 2) the opportunity to help shape the ODI (the degree of which depends on membership level).

The remit of ODI Membership will no doubt change as the ODI develops, so it is proposed that outside the mandatory minimums, the Main Board has a wide discretion as to how it operates, which shall be fully documented for clarity.

It is proposed that a number of the services required to establish and maintain the ODI will be provided through a subcontract placed with the University of Southampton. The University will provide a programme manager to support the initial start up phase and commissioning of the ODI. It will help procure space for the ODI through its estates function. The University of Southampton will also provide some administrative, financial, HR and legal services for the Institute. It will also provide expertise and resources from the University's existing research and enterprise development, technology and

knowledge transfer, market research/ intelligence and business incubation services and network support. It will supply the core training activity for the ODI.

The Open Data Institute – The Core Team

Professor Nigel Shadbolt, Chairman

Nigel will be responsible for setting strategic direction for the ODI, and acting as its public face and advocate alongside the President and CEO. The role assumes 1 to 2 days/week in London, based at the ODI and also meeting with Government in various Open Data roles. He will coordinate with Southampton University, who will be a key provider of initial start up resource and support. He will also help coordinate participant universities (Russell group and beyond). He will direct specific research projects within the project portfolio and serve as an interface to the (£6M) EPSRC SOCIAM Programme Grant that has a substantial Open Data requirement. He will serve as a mentor role for start-ups. He will support fund raising and Policy integration. As Chairman he will also ensure sufficient governance and oversight is maintained in line with the requirements of a Company Limited by Guarantee and the various stakeholders

Professor Sir Tim Berners-Lee, President

Tim will serve as an ambassador for the ODI at home and abroad. He will promote and serve as an advocate for OGD both within the UK and internationally. Together with the Chairmen he will develop the strategic priorities for the ODI and will direct specific research projects within the project portfolio. He will play a major role in ensuring that

standards work in Open Data aligns with the priorities of OGD. He will serve as a mentor for start-ups. Together with the Chairman he will provide policy advice and guidance to the highest levels of Government. As President he will seek to garner

support from Industry and the Public Sector to attract additional funds and resources to the ODI.

To be appointed, Chief Executive Officer

See Appendix 2 for a full CEO job specification

Other key roles – Exact Titles Subject to Change

Director of Open Data Business and Innovation

Director of Open Data Capability and Training

Director of Open Data Impact and Evidence

CEO PA and Communications Manager

Institute Office and Finance Manager

Role summaries will be developed later

The Open Data Institute – Risks and Mitigation

A number of risks exist for the successful establishment and maintenance of the ODI.

Quality of Open Data	<p>High risk</p> <p>Medium impact</p> <p>Mitigation – As Open Data initiatives have developed the variable quality of closed data has always been acknowledged, indeed one of the reasons advanced for Open Data has been to improve quality by allowing users to point out errors. The ODI will provide guidance on how to manage this issue.</p>
<p>A Chief Executive Officer is not recruited to start during</p>	<p>Medium risk</p> <p>High impact</p> <p>Mitigation – This will delay the development of strategy and its</p>

Sept/Oct 2012.

implementation, and potentially the recruitment of other key roles. The CEO position is key therefore a delay in finding the right person is preferable to recruitment within a timeframe. The process for recruitment was commenced over a month before approval from the TSB, and could not have been commenced earlier due to the on-going development of the Business Plan. Timelines for the recruitment of the CEO and other Director roles are being developed and will be followed. Should a delay occur then budgets will be revised, plans adapted and the potential for interim candidates considered who would undertake some CEO tasks ahead of their arrival. In the event the CEO has accepted the role but is unable to start immediately, such as having to give notice to an employer, then an appropriate plan will be developed similar to the mitigation described above, but with input from the new CEO as possible. Similar risks exist for the other key Director roles, with similar mitigation actions.

Failure to team within Medium risk

a diverse group of stakeholders

High impact

Mitigation – The President, Chairman, CEO and other senior staff at the ODI will play a key role in mitigating this risk, especially in the first two years, but also for the duration of the first five-year term. On-going engagement with all stakeholders will be required. The diverse nature of the stakeholders will not be underestimated.

Failure to raise significant matched funds

Medium risk

High impact

Mitigation – At the outset significant effort will be put into socialising the ODI to organisations in the cluster groups, and building on existing network contacts. The role descriptions of those involved in obtaining funding will detail fund raising as a Key Performance Indicator. Matched funding may comprise corporate sponsorship, donations, secondments, contributions in kind, paid training, research grants and other paid work, e.g. from International operations. Risk is therefore reduced due to the wide range of possible giving. If matched funding is not obtained financial prudence will be exercised and an

	appropriate budget revision made.
Failure of initial start-ups	Medium risk High impact Mitigation – Early failure of ODI initiatives would cast a spotlight on the organisation and perhaps shed doubt on its viability. Careful selection of the startups themselves and of the staff to mentor and support them will help to mitigate this risk. The early development of realistic Measures of Effectiveness and monitoring processes agreed with all stakeholders and the Board, will ensure early identification of this risk and provide for corrective action. By the very nature of entrepreneurial start-ups not all of them will be a success.
Failure of University provider to deliver	Medium risk High impact

required services	Mitigation – As an early activity the project team will engage
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<p>Unrealistic initial expectations</p>	<p>with the University to finalise arrangements. Provision of services will be subject to ongoing review with break clauses.</p> <p>Medium risk</p> <p>High impact</p> <p>Mitigation – Careful development of the Measures of Effectiveness, a conservative approach to what will be achieved in the short term, and a comprehensive communications programme will mitigate this risk.</p>
<p>Loss of Key personnel – e.g. Directors</p>	<p>Medium risk</p> <p>Medium impact</p> <p>Mitigation – Create an environment from the start where human resource values and an open culture are clearly stated and maintained. This will lead to minimal staff turnover that can be managed. Any en masse loss of staff would represent a major crisis for the institute and is not considered here</p>
<p>Failure to find right facility in the time available</p>	<p>Medium risk</p> <p>High impact</p> <p>Mitigation – The general location for the ODI has already been decided, so in the event the ideal location cannot be found in the time available then interim premises will be established for the smaller number of initial staff. Later, the ODI can be transferred to permanent premises</p>

Budget numbers are significantly wrong

Medium risk

High impact

Mitigation – At an early stage many costs are being validated and an accountant appointed to assist with financial management. Any budget changes will be identified early in the process and appropriate re-planning will take place, with stakeholder involvement. At this point this is deemed to be a risk mainly in the area of premises and salaries.

Insufficient software and hardware

Medium risk

High impact

capability to commence operations.

Mitigation – This capability is built in to the set up costs but it is basic. Much of the software will be open source. Hardware and Cloud provision will be sought from Partners as contributions as part of a sponsorship or contribution in kind package, ODI management will use their extensive network of contacts to

	mitigate this risk
Loss of high level political support for Open Data	<p>Low risk</p> <p>High Impact</p> <p>Mitigation – ODI senior executives must continue to engage with Government and ensure they react quickly and positively to changes in priorities.</p>
Insufficient human resource to amplify effect	<p>Low risk</p> <p>High impact</p> <p>Mitigation – There is sufficient time to recruit the minimum staff required to launch the ODI and to appoint an advisory panel and Board. In the event insufficient staff are recruited to meet the initial plan then year one plans will be revised.</p>
Release of Open Data slows and/or policy goes in to reverse	<p>Low risk</p> <p>High impact</p> <p>Mitigation – Should the pace of change slow in the near future the ODI would continue to operate, and seek to demonstrate the benefits of OGD with material to hand.</p>
Closed rather than open standards predominate	<p>Low risk</p> <p>Medium impact</p> <p>Mitigation – Again it is unlikely that closed standards would predominate, and in any event any change would be gradual and over time. However, should this happen the ODI would</p>

Legal issues occur
around the landscape
of licensing and
contractual obligations
for the data the ODI
consider its mission and react accordingly.
Low Risk
Medium Impact
During the ODI development phase prior to launch legal
counsel will be sought to ensure this is resolved. The Business
Models for Open Data exploitation will also cover these issues.

handles.
Delays in ODI claims
or TSB payment
Specific Indemnity Insurance may be required.
Low Risk
Medium Impact
In the first year of operation the TSB is prepared to pay
monthly in arrears. Since we will not have initial capital
reserves so we will be dependent on meeting our financial
commitments on the swift submission of claims by the ODI and
settlement by the TSB. Should claims or payments be delayed

we would seek to resolve but it would impact particularly the early phases of start-up.

Processes and procedures not developed.

Low Risk

Low Impact

Mitigation – The main objectives over the next 5 months are to find premises, recruit staff, create a Web presence, develop and implement strategy in order to build a sustainable business, and develop a training and research capability.

Certain key processes, e.g. finance, HR and facilities are likely to be outsourced at the start of ODI operations, indeed negotiations are already underway with outsource providers of the services mentioned, who of course will bring many processes and procedures with them. The ODI must be agile, efficient and responsive to change, therefore only a minimum of process and procedure will be implemented to ensure these objectives are met.

Appendix 1 Timing, Costs, Deliverables and Workplans for ODI Activities

Time Line

It is hoped that commissioning the ODI will follow the time line shown below. Critical items include staff recruitment and procurement premises.

Open Data Institute

The ODI venue/building itself will be an innovation hub – significant consulting, mentoring, research and teaching will be physically based there. It will be a centre of excellence that enables networking, interaction and organic. It will be a drop-in place for CTOs, developers/technologists, academics to discuss their work, frustrations, get coffee and get networked. It will be a destination for international visitors, to demonstrate data activities, progress, visualisations, etc.

The ODI will embody the network philosophy through a Hub and Spoke model of associates. Companies and organisations that receive support or wish to be associated with the ODI will be required to host an ODI touch down space. In some areas we may designate organisations as specialist Open Data satellites – e.g. ODI Geospatial Division, ODI Medical Division etc.

The ODI Hub will host many of the activities 1.2-1.6 below. It will also be home to the management team and their activities. We are assuming a small core management

team of 6 full time equivalent staff. This includes a CEO, a Director of Open Data Business & Innovation (to oversee, coordinate and develop 1.2 and 1.6), a Director of Capability & Training (to oversee, coordinate and develop 1.4), a Director of Impact and Evidence to help assemble the evidence base for the impact of Open Data, part time engagement of the Chair and President (to set overall strategy with CEO and Board, oversee 1.5), an CEO PA and Communications Manager to maximise the reach of the ODI, an Office Manager and part-time Finance post.

We are currently assuming a space requirement in the Shoreditch area of between 3500-4000 square feet to house the ODI various activities. The intent is to enable this space to be available 24/7.

Open for Business and Open Start Ups

Key to the successful delivery of this cluster will be the selection of Mentors and Business/Tech consultants who will work closely with the Business Innovation Manager in developing relationships with start up companies, academic institutions and established organisations from the private sector to deliver on the goals of the ODI. By providing an incubator type environment where individuals and organisations from vastly differing backgrounds can come together to explore the opportunities and threats of Open Data, new learning and innovation will occur. It is envisaged that this cluster will attract sponsorship for some of its activities as well as corporate donations.

Run via competition a central strand of work in Year 1 will select 'start up' companies that have placed the exploitation of Open Data at the core of their business plans.

Working with our Director of Open Data Business and Innovation each will receive mentoring, technical advice and potentially secondments to help more rapidly develop the companies. We will seek support from other elements of the Tech City environment including networking, recruitment, marketing and advertising etc.

The ODI Jump Start scheme will be another method to foster innovation. Designed to identify either very recent graduates or students still in study who are running start ups that could benefit from Open Data. The ODI will provide resources in terms of technical and business support for ultra early startups that have a significant Open Data potential.

We will offer to them an opportunity to develop their business ideas with the support of the ODI for a year.

Within this cluster the ODI will also hold **Total Immersion** events - a variety of appathon or hackathon that are designed to last for more than the customary 24-48 hours. This would support specific 'data wrangling' activities, work on newly released data sets, LinkedGov data, data of a specific business. These would provide sustained work to develop new use cases and business cases for the available data. Appathons have proved to be a fruitful source of ideas and innovation. The problem is that many lack sustained follow through. We would aim to use a number of methods to identify and select developers who would spend up to from 2-4 weeks developing their applications. They would be provided not only with technical support but also business and market

analysis. The results would enrich a number of strands of work within the ODI as a result of their innovation and originality. In selected cases they would seek to address immediate problems and opportunities within public or private sector organisations.

These would seek to leverage the existing lines of activity in the ODI – e.g. training projects, business engagement and contributions in kind.

Working with selected business partners the ODI will assist them to develop their own capability in Open Data and introduce them to the benefits of both consuming and exploiting public sector data; this may include analytics and applications, products and services. Working with business to identify where making their data open, either externally or internally, would offer specific benefits. Identifying both very early start-ups and more mature micro businesses with major Open Data interests and potential, however where appropriate there will also be engagement with much larger organisations to advise, coach and mentor on Open Data.

Costs for these activities are shown below and assume four staff paid for in Year 1 by the ODI – two Open Data Technology Mentors and two Open Data Business Development Mentors. From Year 2 onwards 2 more staff will join paid for by the ODI and it is anticipated that 2 other staff will join as secondees paid for by their parent organisations.

Open Public Sector

Working with organisations and Departments in the Public Sector we would use small “Red Teams” to identify challenges and opportunities in their Open Data and look to provide sustainable solutions to these. Red Teams comprise groups (usually a pair) of Open Data specialists who are able to locate and publish data using appropriate standards and licences. They would then show the sorts of efficiencies and services

that arise from Open Data publication. This would include close liaison with the Government Digital Service with whom initial discussions have occurred for colocation of some of its staff to the ODI.

In Year 1 the public sector ODI team would be assembled - four full time staff one of whom would act as the coordinator for the public sector work. In the first year a number of proofs of concept pilots will be demonstrated – we assume 1 or 2 paid engagements. From Year 2 we would anticipate a conservative fourfold increase in paid work. Significant income would be generated from these engagements and staffing would increase from four to six – and we are assuming two of these are secondments paid for by their originating organisations. These secondments are likely to consist of a number of part time commitments that in total comprise two full time equivalents.

Policy work is considered to be a minor but continuing stream of income – over 5 years for the public sector and beginning more slowly for the private sector commissioned work. We already know that there is demand for policy advice from the public sector – currently this is furnished by organisations such as the Institute for Government and various Think Tanks. The ODI in some cases might team with such organisations or in the case of more focused Open Data policy questions offer the advice directly.

The ODI will include, but not be limited to the following work:

- (i) Determine the economic impact and models of of Open Data via quantitative

- and qualitative studies – significant initial effort to set up in year 1
- (ii) Incorporation of Open Data and midata programs of work in both public and private organisations
 - (iii) Identify data sets to release

- (iv) Create guidelines and advice for central and local government.

Training and Capacity Building

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 – designed for developers as well as managers such as CTOs. Designed as part of the University of Southampton’s MSc in Open Data and Web Technology it will equip candidates with the tools, techniques and business methods of Open Data publication and application construction. On successful completion they will be awarded a Postgraduate Certificate in Open Data Technology.

Employing two dedicated lecturers Year 1 material will be developed for a first year cohort comprising a total of 25 (20 Home/EU and 5 Overseas) Open Data Technologists. Given the likely timing of the launch of the ODI and the need to develop course material it is likely that Year 1 will only be able to accept one cohort. In subsequent years a minimum of two cohorts will be accepted. In Year 2 and thereafter total of 50 (40 Home/EU and 10 Overseas) Open Data Technologists will be trained in two cohorts. Making for a target of 180 Home/EU and 45 Overseas.

An Open Data Fellowship Programme will be constructed. This will cover the same core material as for the Open Data Technologists. In addition these individuals will be involved in acquisition of experience and knowledge around Open Data policy, standards and mentoring skills for developing Open Data capabilities within organisations. Part of their Fellowship course work will be to support some of our start up companies, larger private companies and public sector organisations in their formulation of Open Data strategies. In Year 1 material will be developed for a cohort of 4 (Home/EU) and 2 (Over Seas) Open Data Fellows. In following years 2 cohorts of 6 (4 Home/EU and 2 Overseas) Open Data Fellows will be trained each year. Making for a target of 36 Home/EU and 18 Overseas.

Research and Standards Development

In consultation with developers and Open Data users we would identify (in some cases undertaking or commissioning) work on tools, standards development, linked data vocabularies and ontologies. This activity stream is organised around four major strands of work.

The first of these is **Commissioned Essential Research**. This comprises 8 person years of effort and assumes four projects – each lasting for 24 months. Undertaken by University researchers they would address any urgent requirements to further develop techniques, methods and understanding in a critical area of Open Data delivery. Examples might include; selection and development of robust anonymisation methods, toolkits to facilitate linked data generation, extending visualisation methods for linked and other Open Data, delivery of enhanced mobile linked data capability. The two research directors (Shadbolt and Berners-Lee) would decide regarding projects to initiate in consultation with the CEO. This strand would have a value of £759,500.

The second strand of work is **Externally Commissioned Collaborative R&D**. This comprises 9 person years of effort and again assumes four projects staged over the initial 5 years of the ODI. These projects would be carried out in collaboration with private or public sector organisations; they would contribute funding from their side to approximately double the effort. These projects would tend to focus on key Open Data capabilities that companies themselves wanted to extend or further develop for deployment. Examples of work currently underway with TSB funding and that illustrates the kind of work that could be commissioned is the RAGGLD project with the Ordnance Survey, University of Southampton and Seme4 Ltd. This aims to provide geo-location linked data services to resolve data in to geographic regions. The work will provide products and services of direct utility to the Ordnance Survey and Seme4 respectively. The two research directors (Shadbolt and Berners-Lee) would recommend projects to initiate in consultation with the CEO and Board. This strand would have a value of £696,563.

The third strand of work comprises a number of **Knowledge Transfer Projects** – these would enable the placement of 14 person years of Research Associates within

organisations to effect knowledge transfer around the tools, techniques and methods of Open Data. Each of these engagements would be around 12 months in duration and have proven successful for the TSB as a knowledge transfer device. The ODI Management would determine placements. This strand would have a value of £845,950.

Each of these three lines of activity would be developed alongside existing significant investments in Open Data tooling and research – LinkedGov (TSB), Horizon Digital Economy Hub (EPSRC), and the SOCIAM Programme Grant (EPSRC).

The ODIs contribution to standards development will include following streams of work

- (i) W3C participation
- (ii) input to EU regulation
- (iii) input to the INSPIRE directive
- (iv) coordinating national URI development and use
- (v) curriculum development for Open Data technologies (with Web Science Trust)
- (vi) ODI participation in Web Observatory activity around Open Data (Web Science Trust) .

Apart from the contribution from TSB the overall activity stream is expected to generate

income from the following sources

1. Corporate PhD Case Awards – funding from companies to support PhD students working on topics of direct interest to them
2. Company Sponsored Research – together with 1 above would be the corporate matched funding for the **Externally Commissioned Collaborative R&D** described above.
3. We would expect that an element of EU funding work would appear in the ODI – especially since the EU is making significant investments in Open Data itself.
4. We are assuming an element of HMG Sponsored Research around specific opportunities to extend capability or better understand the Open Data Market.
5. Income from Private Sector Standards development from year 2
6. Income from Public Sector Standards development from year 2

This activity stream assumes contributions in kind directly relevant to the ODI research and development objectives from; (i) EPSRC SOCIAM Project, (ii) a sponsored ODI

Chair position for a period of 3 years from a national academy – to be consolidated by a University thereafter, (iii) overseas support for ODI work from year 2, (iv) a corporate secondment equivalent to 2 days a week – for example in the area of Open Data standards development. It also assumes that 1 lecture is supported from year 2 onwards to deliver and disseminate the research products.

International Collaboration and IP

The ODI will be of significant interest to Open Data initiatives around the world and those organisations either sponsoring work or developing policy in this area. This is likely to take a half time equivalent member of staff to coordinate and manage the level of interest.

Objectives would include:

- (i) Establishing common areas of work with non UK OGD funders. This is capable of generating commissioned research with income to a combined level of £50,000 pa from sources such as the Omidya and Ford Foundations
- (ii) Specific development of Open Data work programme with Fraunhofer FOKUS Institute. Aligned research funding from Fraunhofer FOKUS in the area of OGD could be significant over the project as discussions have already taken place on this topic – assuming £350,000 from years 2-5.
- (iii) Providing relevant advice and consultancy to non UK Open Data Initiatives – early example would be with US Smart Disclosure
- (iv) Extracting best practice from overseas Open Data Initiatives.
- (v) Contributing to HMG involvement in OGP initiatives. We are assuming small contribution - £10K pa - from HMG to this line of work to ensure continued high quality input to OGP Open Data initiatives

The remaining 50% of our staff member would focus on Intellectual Property (IP). IP work would focus on the development and packaging of open source products and material – a total of £90,000. There would be liaison with the team developing courseware and content in the training stream of work.

The plan makes a modest assumption as to the cost of licencing income arising from ODI products – approximately £25,000 over five years. A limited budget is also set aside

for seeking patent protection – in the course of the ODI’s activities there might be work from it or its mentored startups that could warrant such protection. We have set aside £66,000 for these eventualities.

ODI Cost Projection from launch to CEO Appointment

An estimate of the required funding from May 8th until the October 1st 2012 has been made. At this point we are unable to build a complete cash flow forecast since some categories have a degree of uncertainty as to when spend will be committed and at exactly what level. However, as noted below we are looking to secure accounting services immediately on start-up and this will be the first activity undertaken by the accountant and provided on monthly basis, once appointed.

It is possible that a bank overdraft and line of credit will be needed but no bank charges have been factored into the budget at this point.

During April legal counsel and a search & selection organisation have been identified. Proposals are currently being sought for HR and accountancy services. It is expected these services will be in place by mid May. Estate management expertise is being provided by Southampton University on a contribution in kind basis. An initial website has been built but this will be further developed over the coming months with the appointment of a contract web developer. We therefore expect to have all the major project team members in place by the end of May. Subject to TSB approval the ODI legal entity will be formed week commencing 8th May and a banking facility opened shortly thereafter.

A major item is the securing of a lease for the ODI and consistent with the functions and space requirements identified. First year lease costs have been based on an average of 8 reviewed properties in the Shoreditch area and includes the costs of fit out. There will be significant legal costs associated with the lease and other legal matters associated with the formation of the ODI.

A full time project manager's fees and expenses have been calculated that are consistent with the current rate being paid which to date have also been covered as a contribution in kind by the University of Southampton. An allowance has been made for recruitment and national advertising. These derive from two quotes and are assumed to cover the CEO, and senior management team – along with additional costs for middle

tier staff.

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Salaries and remuneration associated with the President, Chairman, an Institute manager and three medium level positions have been assumed from June to help build; the activities for the launch, technology capability, business development, public sector engagement and training.

There will be an immediate need to procure hardware and high-speed communications along with access to Cloud based computing resources.

Although teaching services will not be procured until October 2012 there is an early need for curriculum definition and materials preparation. The full costs of a major launch event have been estimated. Commissioning costs and maintenance of a state of the art Website using Drupal and linked data technology have been estimated.

Separate costs for general PR have been calculated. Finally outsourced accounting and

HR services have been estimated. We anticipate that there is significant front-loading of these costs in the start-up phase of the project as processes are established, set up and customised for the ODI.

Major Launch Activities to October 2012

- * Premises - lease & fit
- * Premises - legal costs
- * Legal fees
- * Prog Manager
- * Recruitment fees and advertising
- * Salaries to CEO appointment September
- * NI and Pensions on Salaries
- * Interim Travel for staff
- * Interim Phone & Consumables
- * Hardware and Systems
- * Training Material Prep
- * Launch activities
- * Web site development
- * PR
- * Accounting services
- * HR services

Appendix 2 Open Data Institute Initial Sales Plan

The Open Data Institute will seek matched funding in a number of ways: actual financial contributions and donations; contributions in kind; sponsorship, secondments. It will also be commissioned, at a cost, to carry out specific pieces of work on behalf of organisations in the private sector and public sector.

Financial contributions

Organisations will be invited to make financial contributions to the ODI. This will earn them membership that will entitle them to Affiliation with the ODI; and the opportunity to help shape the ODI. The level of funding donated will correspond to the level of membership they receive.

Contributions in kind

The ODI will initially have a small staff and limited resource. It will be seeking organisations in all sectors to make contributions which will aid its day to day running and on-going development. This may take the form of secondees into the ODI whether they are Open Data specialists, sales people or people who could assist with the administration and running of the ODI.

Sponsorship

An organisation may choose to sponsor a particular event for the ODI or a series of events. The expectation is that they would pay for all aspects of such event(s). Events may include seminars, workshops, appathons, hack days or incubation activities.

The private sector will initially be targeted through a series of events to introduce the ODI and discuss opportunities. The ‘Offer and Ask’ – attached as Appendix 3, which represents the proposition, will be made clear to them at this stage. These will be followed up with more specific meetings.

It is envisaged a second event will be held before the end of July. The ODI would be willing to receive any sort of contribution from organisations and would not wish to exclude any of them for a particular type of support.

The No 10 Downing Street Business Briefing held on 30th April and was a real success. A number of specific enquiries were received and these are being actively followed. The follow up meeting will be held week commencing 11th June.

The initial focus of the ODI sales effort will be to establish a strong network of contacts, which can be followed up by the commercial team within the ODI, but the primary focus, in the time and resources available will be to obtain launch and initial marketing sponsorship

In addition a public sector meeting is being arranged for 22nd May, and a research organisation/academic event will be held later.

Appendix 3 Offer and Ask Document

Making The UK More Competitive

Open Data Institute

The Open Data Institute (ODI) will be a global first: a collaboration between our leading businesses and entrepreneurs, universities and researchers, government and civil society to unlock enterprise and social value from the vast amount of Open Government Data now being made accessible.

The Prime Minister, David Cameron, has put Open Data at the heart of his agenda for government and in his Autumn Statement last November Chancellor George Osborne announced the intention to launch the ODI to stimulate innovation and enterprise. The ODI, an independent organisation led by Professors Sir Tim Berners-Lee and Nigel Shadbolt, will be formally opened in October.

The first objective of the ODI, in its pre-launch phase, is to identify partners who wish to become founding members of the organisation – in commerce, the public sector and academia. This meeting for business leaders is to provide a briefing on the programme and to investigate with key commercial partners their appetite for collaboration.

From health and life sciences to education, transport and central government spending data, government is releasing far more data than ever before. The ODI will work with entrepreneurs to help them build their capabilities to exploit the potential of this national asset. 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 foster and train a generation of Open Data entrepreneurs.

The ODI will have its primary physical presence in Shoreditch around the Tech City initiative. This positioning will immediately give it access to the various networks that comprise the Silicon Roundabout phenomenon. With hundreds of active start-ups – many looking to exploit and use Open Data, this existing network will be an essential part of ensuring that the ODI is surrounded by innovative talent eager to collaborate and use the outputs and resources of the ODI. These start-ups many staffed by recent graduates have a natural affinity to the research and

development ethos of Universities. As such Tech City offers an environment that will straddle business and academia.

It will receive £10 million over 5 years from Government (via the Technology Strategy Board) and over that time will seek matched funds. The ODI will be designed around the power of the **Network Effect** – the network components are data, people and organisations. Within these networks the ODI will be a key node - a **Focal Point** that will coordinate, convene, link and integrate other network components. The ODI will embody and exploit the **Power and Promise of Open** – it will support open standards, open data, open licences and promote wherever feasible open source software. The ODI will promote Open Government Data as a **Platform** for transparency and accountability, efficiency and improved service delivery, innovation and value creation – a data platform to support Government, Business and Research.

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The ODI will provide a focus for the exploitation of Open Government Data by businesses of all types and sizes, across all sectors. It will encourage and support the publication of Open Government Data by the Public Sector. This will help provide (i) a source of Open Government Data for commercial exploitation (ii) Open Government Data for internal efficiencies and benefits with and between public sector bodies and departments.

The ODI will support a wide range of early stage, start-up companies, micro-businesses and SMEs to exploit Open Data through provision of a range of specialist, technical and commercial services. It will help those with high-growth potential exploit and access public sector Open Data.

During the course of its initial funding the Institute will deliver focused support to small

businesses in selected domains that show greatest promise for the exploitation of Open Data in a business or public sector context. These businesses will be selected by annual open competitions run by the ODI.

The ODI will train a cohort of linked and open data technologists and entrepreneurs. It will also provide places for ODI Fellows – they will come from the public and private sectors and join the ODI to gain an understanding of Open Government Data opportunities. It will run a similar scheme for the placement of ODI Facilitators in public and private sector organisations. Their explicit role will be to create sustainable knowledge and understanding of Open Government Data exploitation within the organisations in which they are placed. All of this will be to support capability building and best practice.

The ODI will look to develop and promote the emerging Linked Web of Data as a means of delivering the vision of Open Government Data. The ODI will identify those areas that require research in methods, tools and techniques for the publication and life cycle of Open Government Data exploitation. It will seek to commission such work if needed.

The ODI will provide a source of expert advice to Government on the best way to realise the value of Open Government Data and to ensure that policy and public technology is capable of delivering a continued flow of Open Government Data. It will undertake research to assess the impact of Open Government Data releases.

The ODI will work with standards bodies such as W3C and OASIS to ensure that Open Data standards are available and fit for purpose. The effective exploitation of Open Data whether from public or private sectors is best realised through the adoption of open standards that enable and support interoperability. It will promote best practice in their use and deployment.

The ODI will serve as a locus for International engagement. It will seek collaboration with Open Data initiatives at all levels of granularity – for example at national, regional, city and institutional levels. There will be opportunities to work with other non-governmental agencies that support Open Government Data around the world.

Following a commissioning phase to begin as soon as possible it will commence its main activity lines during September 2012 with a formal opening by the Prime Minister or a senior member of Government in October 2012.

The Open Data Institute – Partnership Opportunities

The announcement of the ODI in the Chancellor's Autumn Statement created excitement in many quarters, and builds on the success of data.gov.uk. The Government announced funding for the ODI of £10m over 5 years with the ambition of securing matched funding of £10m.

The Offer

- Access to the world's first one-stop shop for technical and business advice around Open Data with the specific aim of extracting value, creating new networks of opportunity and maximising business profits using the rapidly emerging Linked Data technologies
- Placement of ODI staff into businesses for highly intensive periods to identify projects and offer guidance in Open Data improvement both within the organisation and to the outside world, ensuring the UK maintains its leading position in Open Data globally
- Commissioned research into new product development, tools, service delivery with the premier academic institutions specialising in Open Data
- Undertake project work at the ODI to explore areas where Open Data can bring benefits – either through internal efficiencies, marketing research, or new products and services
- Access to the most innovative start ups in the United Kingdom building business models

- around Open Data
- Ability to shape and influence Government policy by providing input, evidence and guidance on the impact of Open Data releases.
- Opportunity to place fast tracked staff with the ODI for intensive training leading to a post graduate certificate
- Work with the ODI to explore what other public sector data assets could be made public
- Commissioned consultancy regarding standards, tool development and service creation in Open Data and access to international collaboration
- and a drop in centre located at the heart of technology innovation in the UK where people can meet to network and explore new ideas

The Ask

- Commission the ODI via projects and engagements to demonstrate the opportunities of Open Data within an organization
- Fund projects and research to support and develop the Open Data agenda, and the mission of the ODI
- Placement of staff on secondment to the ODI who will thereby gain deep experience and knowledge of Open Data
- Host ODI Fellows and interns within the organisation
- Enrolment of staff on ODI training programmes
- Provision of Open Data projects for the Post Graduate Training element
- Sponsorship of events, appathons, conferences etc.
- Contributions in kind to support the day to day operation of the ODI
- Corporate donations
- Places on the ODI Advisory Panel
- Launch Event marketing presence and founder member status

Appendix 4 Open Data Institute Board and Membership Model

The Main Board of the ODI will comprise 7-9 individuals; the President, the Chairman, the CEO, and senior representation from the Cabinet Office and the Technology Strategy Board, one to three elected members from the Member Advisory Board, and an independent Board member. The balance of representation from the Member Advisory Board would reflect interests from large and small businesses engaged with the ODI, as well as from the public sector and academic institutions. An independent member would be sought to bring a high level of general oversight to the ODI and represent the wider public interest.

Alongside the public sector and academia, the ODI is embracing a wide variety of FTSE100 companies and other appropriate organisations that have an interest in Open Data. At a private business briefing held at No. 10 over 40 of these companies expressed excitement and interest in the ODI. A number of them have already suggested that they would like to make a level of investment to attain founder member status. Whilst all these organisations (public, private, and academia) are important

stakeholders for the ODI, the FTSE100 companies are key potential members of the Members Advisory Board, and a few may have representation on the main board.

Currently three levels of membership for the ODI are envisaged: Member; Associate Member; Partner Member. The level of membership will correspond to the level of support and engagement an organisation provides to the ODI. The following is an initial outline of how this might work and is subject to further scrutiny, discussion and revision.

The exact level of engagement with Members and Associate Members is to be determined but is shown in general terms in the table below. Partner Members will have a seat on the Member Advisory Board. The Member Advisory Board will consist of approximately 20 people and include the CEO and Chair. Discussions with the FTSE100 companies have begun and it is expected that a significant number of Partner Members will come from the companies and organisations that attend the ODI Briefings. SMEs and start-ups are a crucial part of the ODI community and we will work to ensure that they are able to participate at appropriate Membership levels. Public sector bodies and universities will also be invited to participate.

The Member Advisory Board will elect a representative to sit on the ODI Main Board, and others might be invited to join. The Main Board will be a much smaller entity consisting of no more than nine people: the President, the Chair, the CEO, TSB representative; Cabinet Office representative, Member Advisory Board representative(s) and independent representative(s).

The table below details the skills and expectations of each level of membership.

Membership	Skills/Experience	Commitment
Member	<ul style="list-style-type: none"> • Engaging with the Open Data agenda and community • Developing Open Data activity 	<ul style="list-style-type: none"> • Public support of the ODI • Engage and participate with ODI activities • Provide feedback to the ODI • Share information and developments with the ODI
Associate Member	<ul style="list-style-type: none"> • Established Open Data activity and agenda • Research activity 	<ul style="list-style-type: none"> • Sponsorship of one off ODI events • Commissioning the ODI to do research/specific pieces of work
Partner Member	<ul style="list-style-type: none"> • Open Data strategists and experts within the organisation • Experience of the benefits of linked data • Appropriate level of technical expertise in the organisation 	<ul style="list-style-type: none"> • Sponsorship of ODI events • Commissioning ODI in various activities • Secondment of staff into ODI • High level of funding

The companies who attended the 30th April business briefing cover the range of skills

listed in the table above. A wide variety of different industries were represented. The ODI would ensure that there is broad sector coverage whilst being mindful that particular opportunities will arise from time to time in specific sectors. Initial expressions of interest are already being received from various companies. Once all of these have been assessed, more targeted conversations will be possible.

We will develop a more detailed stakeholder strategy, as the ODI becomes a reality and segment stakeholders by levels of interest and influence. A broad range of skills and experience will be required and it is the intention of the ODI management team to work with recruiters, HR experts and others to create a diverse, high performing team able to fulfil the mission of the ODI. Those targeted to date are deemed to be high interest with high influence.

TITLE: Open Data Institute Chief Executive Officer

CONTEXT

The vision is to establish the Open Data Institute (ODI) as a world-leading centre to innovate, exploit and research the opportunities for the UK created by the Government's Open Data policy.

Not only world-leading, the ODI is the first of its kind anywhere in the world and as such will become the 'go to' venue for those countries, companies, institutions and other bodies seeking to understand Open Data, overcome the challenges of publishing Open Data, make commercial gain from Open Data and employ the best technologies to ensure Open Data is exploited in the best possible way.

The aim is to build on the enviable position the UK already holds in the publishing of data and to ensure that over the coming years that position is consolidated and strengthened.

The ODI will become an exemplar and we expect to see similar initiatives established around the world. Led by Professor Sir Tim Berners-Lee and Professor Nigel Shadbolt and involving business, public sector and academic institutions the ODI will be based in London.

The ODI will demonstrate the commercial value of Open Government Data (OGD) and the impact of Open Data policies on the realisation of this value. It will also develop the capability of UK businesses to exploit this value, with support from University researchers. 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 foster and train a generation of Open Data entrepreneurs. It will help secure and commission the required research in underpinning Open Data

technologies. It will serve to benchmark Open Data initiatives not only in the UK but also around the world.

The ODI will 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 OGD adds value to various types of closed

data. It will also look at the emerging area of personal information assets, for example programmes such as midata that emphasise how personal data can be released back to an individual.

The ODI will be designed around the power of the **Network Effect** – the network components are data, people or organisations. Within these networks the ODI will be a key node - a **Focal Point** that will coordinate, convene, link and integrate other network components. A key principle of the ODI will be **Additionality** – to be able to clearly demonstrate that the sum of the ODI is greater than its constituent parts.

The ODI will embody the **Power of Open** – it will support open standards, open data, open licences and promote wherever feasible open source software. The ODI will demonstrate the utility and benefits of using **Linked Data** for the publication, reuse and exploitation of OGD. The ODI will endeavour to be **Agile** and as such will have a lean organisational structure capable of rapid re-configuration. The ODI will wherever possible exploit and enhance existing investments in the area of OD.

OGD is likely to obey a **Power Law** and demonstrate a **Long Tail**. As such some OGD will have extremely high utility and be used by a very large number of users. But all OGD will have some utility – and a substantial amount of data use will exist under the tail of the distribution with many data sets used by only a few. However, summed together the value under this long tail can be substantial. The ODI will need to ensure the continued availability of OGD of all types.

Working with the two co-Directors (Nigel Shadbolt and Tim Berners-Lee) the CEO will

have principle responsibility to set-up, manage and run the operation, delivering

7 The value of a network is proportional to the value of the number of connected components of the system (n^2).

development milestones within a detailed business plan and budget, and in line with strategy.

The CEO will work with external stakeholders, including companies, the public sector, academe and international organisations to increase the ODI's impact and value to UK plc, whilst internally facilitating processes that will lead to excellent decision making within the ODI and its Management Board.

The ODI CEO will thus need to be:

- o Strong and visionary in leadership, through strategic influencing and facilitation;
- o An outstanding communicator;

- o Have an entrepreneurial spirit identifying opportunities where the ODI could have a major impact on the businesses, institutions and other bodies it works with:
- o Be highly credible with, and able to work effectively with the Main Board, and
- o Be comfortable and confident operating in an emergent sector where the path forward will need to evolve, as circumstances require.

DIMENSIONS OF THE ROLE

- o The ODI is a Company Limited by Guarantee (CLG) with a core facility based in London. The CEO will lead the ODI, with a small team of direct reports.
- o The ODI CEO reports to, and is an Executive member of, the Main Board, the senior body responsible for the successful operation of the ODI CLG.
- o The ODI CEO leads the Management Board of the ODI.
- o THE ODI is initially funded by a £2m pa Government grant over five years from the Technology Strategy Board, and is expected to achieve matched funding from corporate sponsorship, donations, secondments, contributions in kind, paid training, research grants and other paid work, e.g. from International operations

PURPOSE

- o Manage day-to-day operations, to budget and development milestones.
- o Serve as an escalation point for operational plan, operations budget and stakeholder issues.
- o To secure potential sites for flexible meeting, training and innovations spaces to be developed in Tech City.
- o Responsible for transfer of the objectives from initial plan into production.
- o Maintain a development, risk & compliance, and key performance indicator matrix across all functions.
- o Take charge in high-priority crises.
- o Lead and direct programme development, work culture enhancement, consensus-building, and internal communications.
- o Participate in strategic planning, resource allocation and policy development as a member of the Main Board team.
- o Engage the ODI Main Board members to develop short-, medium- and long-term

operational plans.

- o Represent the Institute to partners including investors, suppliers and customers.
- o Build a brand identity and awareness of the ODI as a world-leading Institute.
- o Manage stakeholder relations (Government, Technology Strategy Board, LinkedGov, Digital Economy Hubs, Universities, start up businesses, corporations etc.)
- o Interface with service providers to ensure that support is provided for the implementation plans, which need to be aggressively implemented, and remain in alignment with daily operations and long term goals
- o Engage Main Board and Management Board members around issues, trends and changes in the Institute's strategy, operating model(s) and operational delivery

REPORTING

The ODI CEO reports directly to the Main Board.

ROLE

Key Priorities (first 12 months):

- o Establish operational (legal, financial etc.) structures, controls, procedures and tools for the effective and efficient day-to-day operation of the ODI organisation to achieve compliance with its legal, regulatory and contractual obligations.
- o Define and implement the minimum practical organisational & operational structures required to deliver the ODI objectives.
- o Recruit the core management and administration team that hasn't already been recruited.
- o Work on behalf of the ODI Main Board, Management Board, its industry partners, academia and other bodies to establish the ongoing strategic roadmap, key objectives and time based deliverables directly related to the ODI.
- o Working with the ODI Management Board, and in agreement with the Main Board, create and execute a well structured business plan for allocating the ODI resources based on the roadmap objectives for business benefit and sustainable growth of the ODI, taking into account of both long and short term considerations.

- o Establish the necessary linkages with partner organisations and/or establish the infrastructure and expertise to deliver on the roadmap objectives.
- o Work to secure private and public funding in line with the strategy and business plan.
- o Provide clear communication material for the partners, government and all appropriate bodies.

- o **Other key aspects of the role:**
- o Ensure the resources (people and facilities) needed to deliver the key business objectives are in place.
- o Develop and implement a marketing, communications and business engagement strategy.
- o Actively promote and market the ODI to potential clients and partners.

1. The CEO will be a seasoned and mature leader with at least 10 years of broad management experience, preferably including a start-up, and able to evidence making actionable recommendations to senior leadership. S/he will ideally have experience managing complex hi-tech projects and outsourced suppliers across multiple sites, to tight internal/customer deadlines in funded private and/or public sector environments.
2. The individual will possess the gravitas to be credible in the Boardroom of major corporations and government departments (sponsorship, funding, secondments, contributions in kind (CIK) and Open Data projects), whilst also possessing the ability to excite, gain the confidence of, and motivate budding entrepreneurs and university students within an open, tech friendly, modern environment that promotes sharing, teamwork and change as an everyday occurrence.
3. Media savvy, the CEO will drive the development and implementation of a comprehensive communications plan for all stakeholders, media and the public
4. The CEO will also ideally have the following experience and attributes:
 - o A BSc in an engineering or science related discipline; with an MBA or similar management-related qualification
 - o Be familiar with the principles of Open Data, able to develop an in-depth understanding of the ODI mission and be passionate about implementing it
 - o Experience as CEO/Enterprise level manager or equivalent
 - o Experience in a senior operations-management role – private and/or public

sector - partnering with executive staff/Directors, resulting in development and execution of operational plans from a vision and forward strategy

- o Excellent written and oral communication skills

- o Demonstrated leadership ability, team management, and interpersonal skills

- o Excellent analytical and abstract reasoning skills, excellent organization skills

Terms of Appointment

Salary:	Competitive package to be negotiated
Hours of work:	Full time
Location:	London

Appendix 6 Recruitment of Chief Executive Officer and other Roles

During the development of the Business Plan the importance of the ODI Chief Executive Officer and their management team was recognised. Significant conversations around the profile of the team and the required skills and competencies were held resulting in the creation of a comprehensive, six-page role description.

A key difference between the ODI Chief Executive Officer role, and other 'typical' roles of a similar nature is in the broad spread of required skills and competencies. Not only does the person have to be at home in the Boardroom generating excitement, attracting sponsorship, research projects etc., but also has to be credible to the public sector, academic community, start-ups, and international audiences. Our discussions concluded that there are suitable individuals in the marketplace, but that because of the importance of the role, and wide range of business credentials required, we would commence search activities as an early activity.

The risk element in finding the right person in the time available was discussed at the time but has now been added to the Risk Register, because as time passes the risk increases. Not only that, it is also possible that the right person is located but they are not able to start work in the required timeframe.

During April, while the assessment was taking place, two major search and selection organisations were approached and meetings held. The two organisations, Veredus and Rockpools, both have excellent credentials in locating the types of individuals required by the ODI.

Negotiations were held, and processes and fees agreed with both organisations. In the event, Veredus are currently our preferred choice to conduct the search for the Chief

Executive Officer and the three key Director roles. Both proposals were of high quality, and the two organisations have excellent track records. In the end the determination came down to which organisation was deemed to have the superior performance in recent time, for the type of roles we are recruiting. During week commencing 30th April additional meetings are being held to flesh out the Terms of Engagement, campaign strategy, timelines and Director role descriptions.

Building a 'team' for a start up is a complex and difficult process. By using one organisation to assist with the recruitment of the four main roles we have the opportunity to lessen the risk by potentially employing people in one role who were originally considered for another role, but also be able to compare people types during the selection process, thus improving the chances of selecting the right team.

As a result of discussions around the skills and competencies required of a Chief Executive Officer role it was inevitable, and entirely reasonable that comparisons

against known individuals would occur. As a result a small group of people have been identified from within known networks that might be suitable for roles within the ODI. In order to ensure a completely transparent and open selection process their details will be supplied to the agency we finally select who will ensure that any candidates proposed by the ODI team are subjected to the same rigorous selection process as any other candidates.

