

Transcript | How to Be Data Driven

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Jesse Samasuwo: Hi for joining us. My name is Jesse Samusuo. I'm the senior manager for policy and insights here at political, really thrilled to have you all with us this afternoon or morning, depending on where you may be as you're joining. Please do share where you're joining us from, and what organization you work for, and maybe whereabouts in the world you are be really really great to know who we've got with us. I'm sure it's a really global audience. I, for myself, am here in sunny London, really, really beautiful day, so really great to be with you all.

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Jesse Samasuwo: As you know, today's event is all about improving our understanding of data data processes and embedding data. In our daily work. We live in a world of abundant insights, statistics, and metrics, so much so that it can sometimes feel overwhelming to figure out how to make the best use of it all.

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Jesse Samasuwo: I hope that today's session will bring you some clarity and some confidence in this regard, and we have some really really fantastic speakers and case studies to help you get there for those of you that might be joining us for the 1st time. Welcome! It's great to have you with us. Apolitical is the world's largest community of public servants, used by over a quarter of a million public servants and policymakers from over 170 countries. Our mission is pretty simple. It's here to help make government smarter, and we do this by putting the best knowledge and skills at the fingertips of public servants around the world.

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Jesse Samasuwo: Really great to have you with us. Let's see who we have in the chat. Hi, Kate! Hi! Annabelle! Josh is in Nottingham, Michelle's in Saint John's amber in Ottawa. Amazing so a bit in saab in London,

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00:01:34.590 --> 00:01:41.549

Jesse Samasuwo: Wakefield in Canada, Newcastle, Cape Town. Amazing. Birmingham. Hi, Cynthia, Andrew

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00:01:41.620 --> 00:02:05.140

Jesse Samasuwo: Fabiana in Iko and Wilmslow. Amazing. Please keep sharing great to have you all with us before we get into today's main event. I'd like to cover off a few. We'll get to a few technical notes, but before we do that, I'd love to extend an invitation to all of you to join a political's data skills network. This is a space of public servants to share questions, insights and resources

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00:02:05.140 --> 00:02:29.079

Jesse Samasuwo: related to data and building the skills you need to use it. So it's a really really active community. I know there's already some posts and folks already in there. So to think of it as a virtual classroom full of teachers drawn from across the globe. The global public service. I know there are already more than 500 public servants in that network. So consider all of that collective brainpower right at your fingertips, and ready to use. You should see a link pop up right up on your screens now.

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Jesse Samasuwo: and if you click on it you can. It should take it to the community. Page and you can join before we get into the really interesting conversation that we have lined up. I'll rattle off a few technical notes. Just to get them out of the way. 1st of all, this event is being recorded, for on demand viewing on demand, viewing on the a vertical platform. So please don't record it yourselves. Contact details for our privacy policies. And if you have any questions about that

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Jesse Samasuwo: also on our homepage, apolitical.co. And last, but not least, we have closed captions available which can be toggled on or off on your screen settings.

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00:03:02.910 --> 00:03:19.099

Jesse Samasuwo: Amazing. That's all out of the way. So let's get into it. We have some really interesting poll questions just to help get a sense of where everyone is coming to today's session from the 1st one you should see coming up on your screen. And the question is, how confident are you in your ability to analyze and interpret data.

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00:03:19.380 --> 00:03:35.320

Jesse Samasuwo: how confident you are you in your ability to analyze and interpret data? Wow, so somewhat confident is racing up ahead about 60%. Let's see if that changes. We'll give it another 20 seconds or so. We're almost there with everyone having responded.

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00:03:37.200 --> 00:03:46.149

Jesse Samasuwo: let's see almost there. Okay, so you should see the results on your screen now. So somewhat confident is around the 60%. 2 thirds just under 2 thirds of people.

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00:03:46.476 --> 00:04:09.330

Jesse Samasuwo: Neither confident. Excellent. So that's a really great foundation for us to all build on. I think everyone can always improve their skills. So those of you that are coming here from that perspective that's fantastic. You're in the right place. Okay, let's go to the next question. So do you feel your team has enough data skills to make informed decisions? Do you feel like your team has enough data skills to make informed decisions

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00:04:11.400 --> 00:04:19.628

Jesse Samasuwo: interesting? Okay, so there's a real around again, coming up to the 50% mark, saying, mostly,

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00:04:21.829 --> 00:04:26.184

Jesse Samasuwo: let's see, that's almost there. We're almost there with everyone having responded.

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00:04:27.470 --> 00:04:38.389

Jesse Samasuwo: okay, so again, mostly somewhat like same with the. So mostly it's about 50%, we say, mostly. But we have some gaps not. Really. We rely on external support interesting to. We can talk about that in the conversation.

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00:04:38.570 --> 00:04:54.770

Jesse Samasuwo: and maybe just around one in 5. You say, no, we lack data skills we need for those of you that maybe, answered that last point. No, we don't like that. You don't have the day skills you need. It'd be interesting to understand some of the challenges you're working through, and maybe we could put those to our speakers during the conversation.

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00:04:55.197 --> 00:05:06.330

Jesse Samasuwo: Excellent thanks for sharing all of that, everyone. So I'm happy to introduce our 2 speakers. We are fortunate to have 2 brilliant guests joining us today. Mohamed Bellamin and Hugh Cole.

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00:05:06.380 --> 00:05:31.349

Jesse Samasuwo: So Mohammed has over 20 years of international experience in data, driven decision making organizational strategy and business intelligence specializing in using data to

inform policy drive efficiency and shape impactful strategies. He currently works for a government Crown corporation in New Brunswick, but has worked across public and private sectors, addressing key barriers to data utilization such as resistance to change

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00:05:31.350 --> 00:05:42.239

Jesse Samasuwo: data, literacy gaps and siloed information systems, Mohammed. It's really great to have you with us. Thanks for joining us today. Hugh is also with us, and Hugh Cole. He's the senior visiting fellow at the New, at the school

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00:05:42.240 --> 00:06:10.219

Jesse Samasuwo: School of Public Policy at London School of Economics, and the chief Data officer for the City of Cape Town, where he helped to develop one of the 1st data strategies for African City. Prior to this he spent 2 years leading the work of the International Growth Center, which is a collaboration between the London School of Economics and the University of Oxford, based at Lse. In over 14 developing countries, providing him with a deep understanding of working on the policy and the interface between policy and research.

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00:06:10.220 --> 00:06:18.462

Jesse Samasuwo: Hugh, really great to have you with us, and looking forward to your presentation, you can read both of their full bios at the on the resources tab of your zoom screen.

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00:06:18.720 --> 00:06:46.199

Jesse Samasuwo: we're gonna hand over to them in a second. But before we jump into the masterclass. I just wanted to give you a share, a quick icebreaker with you both, seeing as we are here talking about data skills, the question is, what's 1 data set you'd love to have access to, whether real or imagined. You can answer as well in the chat for everyone that's joining us. What's 1 data set? You'd love to have access to real or imagined. Hugh, I'll come to you first.st Any data sets you're chasing after.

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Hugh Cole: Jc, I would I? I was challenged by this question to give you a more creative answer in the imagined category. But I'm afraid I'm going to be quite boring and say, consistent access to mobile phone data. And the reason I say that is because for cities, understanding how people move is so important.

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Hugh Cole: But actually, cities often rely on quite old school, old fashioned ways of understanding how people move around in the city and so reliable access to location data for people moving around the city would be my top of my list.

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00:07:18.020 --> 00:07:19.680

Jesse Samasuwo: Amazing, Mohammed.

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Mohammed Bellamine: Thank you, Jesse. This is a really great question from, I would say, from public sector or from government perspective, if I could access just to one data set to transform how we govern. It would be a real time community level. And I would say, well-being data set.

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00:07:37.480 --> 00:07:56.659

Mohammed Bellamine: So imagine a live dashboard. That shows how people are doing economically, socially, health-wise in every neighborhood. It would combine data on jobs, housing, education, health care. So every and even some, I would say, even some citizen sentiments from digital platforms.

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Mohammed Bellamine: So this could

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Mohammed Bellamine: enable us to detect problems before they escalate target support when it's needed most and make most importantly, the the right policies grounded in real life, not based on assumptions

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00:08:11.310 --> 00:08:17.650

Mohammed Bellamine: and not based on outdated reports, but based on real data. So this is how I see things.

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00:08:18.140 --> 00:08:46.870

Jesse Samasuwo: Amazing 2 excellent answers there, Rachel says, accurate transport data buses and trains rarely turn up when scheduled. Amen. To that, Rachel, I was literally about to say the same thing. Matthew says I'd like faster data. So rather than having to wait for monthly updates on house prices. For example, it's constantly updated. Yes, that kind of real time flow of information is always priceless. Please do keep sharing in the chat. We can have some fun with

those answers later, but for now I'll leave you in the very capable hands of Mr. Mohamed Bellamin Mohammed over to you.

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00:08:49.790 --> 00:09:02.329

Jesse Samasuwo: I'll give you a moment to share your screen as well. But if you, throughout the presentation, please do feel free to share questions. Comments, reflections, and we can also pick them up in the Q. And a. That we have scheduled in a little while

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Jesse Samasuwo: mammed. We can see your screen. So you're happy to present.

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Mohammed Bellamine: Are we good?

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00:09:09.810 --> 00:09:11.440

Jesse Samasuwo: Yeah, and I, yeah, perfect.

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00:09:11.440 --> 00:09:12.280

Mohammed Bellamine: All right.

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00:09:12.700 --> 00:09:40.450

Mohammed Bellamine: Good morning and good afternoon, everyone depending on where you go, where you are. So I'm thrilled to be here with you today to discuss one of the most powerful assets at our disposal. It's about data in the public sector. Every decision we can make can impact thousands or even millions of lives, making it all the more crucial that our choices are guided by accurate and actionable insights. So this will be the next 20 min.

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Mohammed Bellamine: We'll explore the why, the what and the how of having the same data for truly transformative governance. So good data. It's not only about just about numbers, it's about stories. It's about signals. It's also about foresight that would help us serve better people.

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Mohammed Bellamine: Okay, next slide.

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Mohammed Bellamine: So today we are diving into data driven decision making a game changer for government initiatives. So we'll start with the why, data is no longer optional. By the way, this is this applies for both public and private industries.

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Mohammed Bellamine: It's essential for crafting smart, responsive policies that truly serve people. Then the what we will explore the core elements of effective data strategies. What makes them, what makes them work and why they matter. And finally, the how it's practical steps and proven practices to turn data into real impact.

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Mohammed Bellamine: And as you can see in the background the stream of numbers and downward trends. It's a powerful reminder. Without the right data. Our decisions are just guesses. So.

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Mohammed Bellamine: But when we use the the data, well, we can make decisions that are grounded, strategic and future focused. So let's get started.

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Mohammed Bellamine: All right. Let's start via the high stakes. Okay, the stakes in government could be couldn't be higher. Every policy.

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Mohammed Bellamine: sorry.

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Mohammed Bellamine: Every policy budget allocation or social programs we launch has real and lasting effects on people's life. We operate in an era of real-time needs, whether it's pandemic response, like, like we lived

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Mohammed Bellamine: 2 or 3 years ago more for 4 years ago.

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Mohammed Bellamine: economic shifts, or even economic tensions and disruption, that as we live these days or infrastructure update so meaning we must stay agile. So data empowers us with speed and precision.

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Mohammed Bellamine: and

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Mohammed Bellamine: sorry for that, helping us base decision on evidence rather than assumptions. So ultimately this leads to more transparent, equitable and effective outcomes for our communities.

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00:12:01.370 --> 00:12:03.819

Mohammed Bellamine: What do we miss as an opportunity? That's

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00:12:04.110 --> 00:12:25.560

Mohammed Bellamine: that's a big question. So when government teams neglect or underutilized data information stays trapped in silos. Think in your well, I mean depending on your government or institutions about separate departments, different formats, different dashboards, 0 collaboration. So we fall back on outmoded assumptions.

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00:12:25.560 --> 00:12:37.550

Mohammed Bellamine: allocating resources when they may no longer be needed. So ultimately it leads to a lack of innovation and the struggle to keep pace with our citizens evolving needs. So

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Mohammed Bellamine: this slide, I would say it underscores what is at stake when we don't adapt adopt. Sorry a data. 1st mindset.

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Mohammed Bellamine: Okay, let's take a quick look at a real example. Let me take you back where we started at the New Brunswick Community College.

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Mohammed Bellamine: and few years ago its Executive Board had to make big decisions on several topics, from student satisfaction to staff engagement all the way to administrative service, performance, diversity, inclusion, and more and more other topics. But Ccnb leaders or Ccnb. As an institution, was almost flying blind.

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Mohammed Bellamine: so our decision were often based on assumptions connected the dots between scattered pieces of information.

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Mohammed Bellamine: and also maybe some intuition guiding the strategy. It was not necessarily sustainable, and it was not scalable, and, most importantly, which is the the subject the topic of today. It was not data driven.

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Mohammed Bellamine: Then came the shift.

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Mohammed Bellamine: We introduced dashboard. We introduced a report consolidating 3, let's say, 3 months of data into actionable insights. So instead of fragmented snapshot, we built a unified view for the strategic teams. So the transformation was immediate. Today, as we speak, the Ccnb leaders have clarity, have confidence and they have control.

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00:14:11.130 --> 00:14:14.470

Mohammed Bellamine: So they are leading really with purpose and and precision.

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00:14:17.600 --> 00:14:22.070

Mohammed Bellamine: Okay, so how do we foster data centric culture.

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Mohammed Bellamine: That's very important.

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Mohammed Bellamine: because this is as we go through the presentation, we realize which is the this is the the most and most challenging part of the of this exercise. So 1st leadership must champion data from the top. If executive and directors prioritize data initiatives people across

the organization, they will follow. Secondly, we need cross department collaboration data tribes in an environment where department share, integrate and learn from from one another.

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Mohammed Bellamine: and

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Mohammed Bellamine: something which is not necessarily less important that we must invest in our people. Skills. Ongoing training ensures every team from finance all the way to frontline services, can interpret and act on data effectively when there is so.

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Mohammed Bellamine: taking all these elements into account, they come together. Data moves from being someone else, job to part of the DNA of the organization or the institution.

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Mohammed Bellamine: My colleague took. Could you please share with us the the zoom call, please.

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Mohammed Bellamine: So now I'm so this is this part. It's it's just to to gather your thoughts on the biggest cultural barriers to data use in in your department or your organization. This is how I can see it here in my screen.

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Mohammed Bellamine: so things like resisted to change, lack of leadership, support, mistrust data. You name it. What's the most thing that is resonating to with your experience.

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Mohammed Bellamine: Okay, we'll just maybe wait a few seconds.

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00:16:12.320 --> 00:16:18.009

Mohammed Bellamine: Okay, it's very so all of all of the book I see. Okay.

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00:16:24.210 --> 00:16:25.350

Mohammed Bellamine: show the agents.

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Mohammed Bellamine: I see that the challenge is very dispersed. But anyway, I can see that data silos and poor collaboration is one of the top challenge, I would say so. These results remind us that culture cultural barriers can be tougher to tackle than technical ones.

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00:16:48.180 --> 00:16:54.359

Mohammed Bellamine: But no, we know exactly where to aim our efforts. So we can build data culture that truly thrives.

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Mohammed Bellamine: And I mean the the numbers are really, very, very revealing. So depending on which region depending on which institute

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00:17:02.410 --> 00:17:07.900

Mohammed Bellamine: which type of institution we have different type of cultural barriers.

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Mohammed Bellamine: So thank you very much for your for your participation. Okay, we'll move to the next slide. We'll bring some solutions to this.

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Mohammed Bellamine: So now let's look at the specific elements that can help us address this

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Mohammed Bellamine: one or these barriers, I would say so when you build your plan, when in building a plan for any institution or department, consider these 5 dimension holistically. So first, st it's about strategy and alignment. So every data initiative

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Mohammed Bellamine: should map back to a larger organization goal. If it doesn't, you risk wasted effort. Second, it's about people and skills. So identify where the talent gaps are and plan for the necessary training or hiring, especially today. With all these tools in with AI with the Llm. Large language modeling, and you name it.

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Mohammed Bellamine: 3, rd it's about which is key is about processes and governance. So defining clear data ownership policies and workflows from the start. This helps avoid chaos as your data grows. So every every single organization today is really sitting on Data lake. So how can we manage all this data? Who has access, who has, who can approve, and so on, and so forth.

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Mohammed Bellamine: 4th dimension, which is also very important, which is the tech side, the technology and infrastructure make sure you have the the right tools. Whether it's cloud solution, whether it's a secure database that you can scale.

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Mohammed Bellamine: And most importantly, in my eyes and throughout my humble experience at Ccnb, it's about culture, culture and change management. The best technology in the world won't stick. If your teams are resistant or unprepared for change. For example, Ccnb, we have a dedicated team for change management

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Mohammed Bellamine: for any big change in within the company. So think of these dimensions as you interwoven thread that creates strong and cohesive data-driven operations.

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Mohammed Bellamine: Okay, one of the topics which is also related to data driven, which is key, which is public trust.

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Mohammed Bellamine: Public trust is our currency in the government

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Mohammed Bellamine: so effective data governance ensure compliance with regulations like Gdpr, while also maintaining the the robust security. Think about encryption, strict, role-based access.

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Mohammed Bellamine: Equally important are the ethical consideration. So data must be used fairly and transparently respecting the privacy and the dignity of our citizens. So if we get this wrong, we risk losing public confidence which can be incredibly difficult to rebuild.

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Mohammed Bellamine: So that's what I can say about governance and public trust. All right.

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Mohammed Bellamine: let's look now at 4 practical tools and tactics to move from idea to action.

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Mohammed Bellamine: One. It's a unified data collection pick key metrics that matters most and consolidate them. No more scattered spreadsheet or silo system

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Mohammed Bellamine: 2 is using advanced analytics. Let data guide decisions, whether it's simple trend analysis or predictive models. 3. It's user, friendly dashboard tools, like tableau or power bi give teams real time visibility, turning data into immediate insights, provided that these people can and are trained to how to how to interpret data.

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Mohammed Bellamine: 4.th And this is very, very important. And again, this is based on experience is to start small with a pilot, solve one person, issue, showcase, quick wins, and scale from there small success stories, spark, leadership, excitement, and pave the way for bigger transformations.

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Mohammed Bellamine: Alright, let's see, what do we have here? Okay.

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Mohammed Bellamine: common barriers and quick fixes. Okay, no matter how great our data strategy is, we will always run into barriers. Let's address 4 big ones based on experience and also based on also so many case studies.

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00:21:35.440 --> 00:21:52.729

Mohammed Bellamine: So first, it's about legacy system. So all tech that's tough to replace, maybe from financial perspective and from technical perspective. So there should be a phased modernization approach or middleware solution that can help us evolve without shutting everything down.

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Mohammed Bellamine: Second, it's about this is what we were talking earlier, which is the cultural resistance, and be sure that you will have resistance to change.

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00:22:04.180 --> 00:22:08.419

Mohammed Bellamine: so people may not want to change their usual, their usual processes.

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00:22:08.760 --> 00:22:10.950

Mohammed Bellamine: Pilot, project, showcase

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00:22:12.280 --> 00:22:29.280

Mohammed Bellamine: quick wins, build, trust and convince skeptics to get on board. 3, rd which is the skill gap. You can't rely on data if you don't know how to interpret it. We need training, even external partnership, or even new hires, to fill those gaps.

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00:22:29.390 --> 00:22:31.830

Mohammed Bellamine: And finally, which is the.

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00:22:32.100 --> 00:22:52.310

Mohammed Bellamine: I would say, the cultural silos. So when the when departments work in isolation, we will lose out the combined insights. So regular data sharing sessions are key. They let each team showcase what they have learned swap best practices and align on shared vision for data driven decision making.

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Mohammed Bellamine: Okay, let's get some practical with a 4 step blueprint. So start 1st by assessing your current data landscape. Where are you strong? Where do you need improvements? That's the 1st diagnostic and then align this finding with your 5 dimension that I mentioned earlier. Next, define clear, measurable objectives to ensure everyone knows what success looks like.

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Mohammed Bellamine: And then, right, you need to run the pilot project

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Mohammed Bellamine: to iron out and gather early wins. So once proven, you can then scale those projects more more broadly. And finally, we need to keep evaluating. And we keep refining because data strategies are never done. We are in a continuous improvement. And this is this ensure that we remain responsive and to changing condition and evolving needs.

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00:23:48.910 --> 00:23:53.509

Jesse Samasuwo: Mohammed just a quick notice that they were just at the 1, 2 min mark for.

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Mohammed Bellamine: Fair enough. Okay, I will make it quicker. Okay, so the here for are talking about decision makers that need concrete proof that data investments pays off.

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00:24:04.658 --> 00:24:08.671

Mohammed Bellamine: So identify the key performance indicators.

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Mohammed Bellamine: we, we need to have a let's, let's say, whether it's cost saving whether it's improvement in service delivery lines you name it. So we need to have clear clear How can I say it? Clear?

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00:24:22.990 --> 00:24:32.709

Mohammed Bellamine: Objective to have the buy-in of your of your of the management. So this not only streamlines oversight, but also motivate teams when they can see positive results all in it.

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Mohammed Bellamine: A couple of slides more. Okay? So change is not always comfortable. So to guide your teams effectively, we have different approach. There are different frameworks like culture, 8 step or Adkar, which provide a roadmap from awareness to adoption. And I want just to highlight here that communication is key is key

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00:24:55.671 --> 00:25:21.540

Mohammed Bellamine: when it comes to global best practices. I mean, the Oecd digital government resources are a great starting point emphasizing strong data sharing and transparency framework. We can, we can mention the Estonia example and the Singapore example as for example, when we talk about Singapore, it's the Smart Nation initiative. But remember one thing. What works in Singapore or Barcelona might need

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00:25:21.760 --> 00:25:24.080

Mohammed Bellamine: Tweaken to suit your local realities

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Mohammed Bellamine: also for sustaining the the momentum. So we need to build community of practices. We need to have to adopt a continuous improvement loop, formalize policies and training, and also remember that local context matters a lot.

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00:25:43.120 --> 00:25:47.310

Mohammed Bellamine: And just to recap what I said. This is on my last slide.

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00:25:47.740 --> 00:26:12.519

Mohammed Bellamine: So 1, st 3 data as strategic asset, not just an issue, an it issue. Second, remember the 5 dimensions to integrate them in your in your strategy. 3, rd overcome barriers like outdated systems or skill gaps and always track original investment. 4, th we need to build culture on continuous improvement.

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00:26:12.720 --> 00:26:26.239

Mohammed Bellamine: and, most important, take immediate action. Consider a small small pilot project where you can show a real result from real result to to the, to the management

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00:26:26.580 --> 00:26:43.449

Mohammed Bellamine: and last thing, form a data steering committee. This is central piece for data strategy. So I can. I can maybe elaborate more on these things, but time is very limited. Thank you very much for attention, and I'm here to answer all your questions.

121

00:26:44.450 --> 00:26:58.710

Jesse Samasuwo: No, thank you, Mohamed, really, really interesting. And I really really appreciate that focus on kind of building the right culture and environment for people to be able to work with data more effectively, lots of questions that came up, and we can bring them through in our Q. And A. But, Hugh over to you.

122

00:27:05.920 --> 00:27:18.060

Jesse Samasuwo: and just a reminder, if anyone, if you've got any questions, please do add them in the Q&A function that way, we can kind of pick the most upvoted ones, and sort of use them in our conversation. Hugh, I think you might be on mute, just confirming

123

00:27:23.410 --> 00:27:25.710

Jesse Samasuwo: still. So, Hugh.

124

00:27:28.660 --> 00:27:44.820

Hugh Cole: Yes, there we go, and so thank you very much. I'm going to start. I'll start talking as I get my slides up. It's a great privilege to be here and thank you to the apolitical team for the invitation. And thank you to everyone who has has joined the the call today. So

125

00:27:44.920 --> 00:27:58.580

Hugh Cole: I'm gonna take very intentionally a case study driven approach to this. So I'm gonna share quite a lot of content. And I'm gonna go through it quite quickly, and I hope that you'll bring me back to ones that are particular interest to you in the QA.

126

00:27:58.680 --> 00:28:24.110

Hugh Cole: So I'm gonna give very brief word of context for Cape Town, because and and the city, the city government, just to put it in context, because all of our different government experiences are very different. And then I'm gonna talk a little bit about the strategy that frames all of this. And then I'm gonna dive straight into case studies. So Jesse, please, do you know, he cut me? Cut me short if I run over because I got a lot of a lot of case studies, and I may not get through it all.

127

00:28:24.820 --> 00:28:35.989

Hugh Cole: so we're a growing middle income city about 5 million people now growing to between 7 and 8 million people by 2050

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00:28:36.230 --> 00:28:49.950

Hugh Cole: face significant challenges in terms of not only growth but unemployment, poverty and inequality. And of course, the legacy of apartheid spatial planning which all South African cities are still wrestling with

129

00:28:50.306 --> 00:29:12.519

Hugh Cole: in city administrations can be very different, depending on where you are in the world. So just to give context in Cape Town, this is a list of the sort of functions that are within our city government. We don't have a proliferation of agencies or outsource privatized utilities. It's all kind of in-house fairly unified, which is relevant when thinking about the coherency of the data. System.

130

00:29:12.520 --> 00:29:27.149

Hugh Cole: And we I'm in the future. Planning and resilience directorate, you can see, is on the second from the bottom there. But you we have top with the top 3, all utility services. And they're very, as you can imagine, very data rich.

131

00:29:27.474 --> 00:29:54.740

Hugh Cole: We have approximately 33,000 staff, a budget of about 4.3 billion Us dollars for next for the next financial year. And we're one of 3 spheres of government. So we're local sphere government, independent sphere government. But there are 2 other which is provincial and national. So our data strategy takes its lead from our city strategy. This is a schematic representation of the strategy for the 5 years of this term of office that we're in at the moment.

132

00:29:54.740 --> 00:30:04.929

Hugh Cole: and you, one of the enable enabling foundations there in the pink is capable and collaborative city government that allows us to achieve all of our other objectives

133

00:30:04.930 --> 00:30:21.440

Hugh Cole: and actually baked into. That is a dedicated program on evidence based decision making that has all of the data projects and economic analysis related projects in there. And a similar thing was in our previous 5 year, strategy for the city. So all of this is rooted in strategy.

134

00:30:21.440 --> 00:30:42.630

Hugh Cole: The other thing I want to share by way of context is that I'm going to talk about stuff done in the recent years. But really our journey on this goes back to 2,000. When the unicity was formed so shortly after democracy in South Africa. They took all the disparate smaller municipalities and put them into one big, unified city government, and very soon after that our data journey really kicked off

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00:30:42.630 --> 00:30:51.379

Hugh Cole: with the implementation of a single sap erp system for the city, which you know, with its imperfections at least gave a unified data system.

136

00:30:51.725 --> 00:31:11.769

Hugh Cole: And then with the introduction of knowledge management as a serious discipline within this, within the city as well, and then more recent years, we, in 2017 2018, had the creation of my department, the data science team, the creation of a chief data officer function, our 1st internal data strategy in 2018.

137

00:31:12.210 --> 00:31:23.709

Hugh Cole: So really, what I'm going to talk to show you briefly now, is our current data strategy, which is draws on our lessons of in implementing an internal one since 2018. This one was released publicly in 2014

138

00:31:24.188 --> 00:31:42.650

Hugh Cole: sorry in 20 in. In it was released publicly last year 2024. So you know the the vision. I'm sure Matt would would resonate with most of us on the call. That data used to deliver better public services to everyone in the city guiding principles around transparency, fairness, explainability and accountability.

139

00:31:42.650 --> 00:32:12.529

Hugh Cole: And then a number of outcomes that I'm not going to go into detail on. You can find this strategy online very easily. But I just wanted to highlight one because it resonates with something Mohammed spoke about, which is that data belongs to the organization as a whole. And this is really important because data collected using public resources. So it is a form of public asset. It must serve the public good. And we've been. And in any big organization, I think it's particularly true in government. There is an inclination to say, this is my data. My department collected it. What do you want with it?

140

00:32:12.710 --> 00:32:28.870

Hugh Cole: And in our in our government we made it very clear that there's no place for data silos, so I can't talk about this because of time. But we have 3 essential conditions around some data governance data culture and enabling data architecture

141

00:32:29.761 --> 00:32:38.389

Hugh Cole: and 6 strategic enablers. Each of these have have some immediate priorities for action which you'll see in the strategy document if you're interested.

142

00:32:40.020 --> 00:32:48.750

Hugh Cole: And I just want to say a word on data governance. Because I think Mohammed alluded to this, this is really important for getting the right authorizing environment to be able to drive change.

143

00:32:48.880 --> 00:33:15.770

Hugh Cole: So the 1st thing we've done since this the strategy is approved, and the city manager kind of gave us thumbs up to start implementing it was we put in place a data governance committee, which is a senior executive level committee that helps with decision making direction, conflict, resolution. Considering ethical and legal issues, etc. of a data working group which is made up of the data lead the main technical data person from each different functional within this in the city government.

144

00:33:15.770 --> 00:33:31.829

Hugh Cole: and then a community of practice that's much looser, much more open about learning and sharing. And then I've very intentionally put in place a clear pipeline of policy work that we have to do over the next 2 years to get our data governance and also our AI governance right?

145

00:33:32.130 --> 00:33:51.750

Hugh Cole: So into use cases. The 1st one I want to share is around the covid-nineteen response. Because this came, you know, quite soon after we started to ramp up our effort on data, and it really thrust data into the center of decision making. So there is a paper open source paper online where we tried to write this up in an academic

146

00:33:51.810 --> 00:33:58.930

Hugh Cole: paper on our lessons learned from using data to drive our COVID-19 response. So you can read in more detail there. But

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00:33:58.930 --> 00:34:23.529

Hugh Cole: the the kind of key message is that when this crisis kicked off, the city manager created a dedicated crisis response structure with a single executive director leading it, we put a data team right at the heart of that crisis response structure. And so every meeting that we started in the Covid response started with, You know what is, what's the data telling us about the response? And so we developed vulnerability viewers and

148

00:34:23.530 --> 00:34:30.590

Hugh Cole: operational dashboards. But we also did very rapid data products to assist. You know, critical decisions we had to make

149

00:34:31.120 --> 00:34:55.880

Hugh Cole: next use case is around answering a problem that many cities have, which is what's going on with the economy in the city and at a detailed level, because often statistics are created are tracked at a national level. They might give you some data at an aggregate city level. But they don't give you the granular detail. You actually need to drive development in a big city. And so we had a big data gap around firms.

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00:34:55.880 --> 00:35:20.790

Hugh Cole: firm level data, and particularly in space specialized. And so we worked with the National Treasury in South Africa and the South African National Revenue service to get access to spatialized anonymized tax data. And that's allowed us to do all sorts of really important interesting analysis and understand the economy in Cape town at a much greater level. So like the lesson there is about where you haven't got the data, you need building partnerships

151

00:35:20.790 --> 00:35:22.240

Hugh Cole: to be able to get it.

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00:35:22.870 --> 00:35:32.280

Hugh Cole: Then the next use case I want to share is is a tool that we built, which is an an open source tool. So anyone can.

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00:35:32.540 --> 00:35:56.870

Hugh Cole: If you look on the International Growth Center website, you can, you can find this. But it is a spatial economic model. And so we built this because we recognized that we would do when we had to make a big decision about a land use decision or a big infrastructure investment like a new public transport line. We were making that decision with a very localized analysis, when actually, what we needed to do was understand the equilibrium effects across the city.

154

00:35:56.980 --> 00:36:20.759

Hugh Cole: And so we partnered with some leading urban economists to understand what they were doing on the, on the frontier of doing impact evaluation of infrastructure and urban environments, and we took their work and then worked with them and the World Bank to build this open source model which we're now starting to use to help us to consider our decisions around major infrastructure, shock events and land use changes.

155

00:36:21.450 --> 00:36:23.200
Hugh Cole: The other thing that.

156
00:36:23.200 --> 00:36:25.360
Jesse Samasuwo: Warning a heads up, Hugh.

157
00:36:26.480 --> 00:36:27.810
Jesse Samasuwo: Sorry. Just a 5 min.

158
00:36:28.020 --> 00:36:28.540
Jesse Samasuwo: Yeah, yeah.

159
00:36:28.540 --> 00:36:32.419
Hugh Cole: Thank you. Okay, I'm gonna I'm gonna go really quick. So the the next

160
00:36:32.450 --> 00:36:56.219
Hugh Cole: example I want to use is the use of cost benefit analysis. So we, you know, the economics team. One of the things I found when I came into the city we had an economics team doing really good analysis. But the question was, is it changing decisions? And one of the one of the things that we recognized was a gap was our cost, benefit analysis, our cost benefit analysis was being largely done by consultants, different methods, different data depending on the project. And so we

161
00:36:56.220 --> 00:37:14.220
Hugh Cole: we got external partner support to help us to build our own internal cost, benefit, analysis, capability, and tools. And this is now all largely done in house, and if we do commission it. We're a much more commission analysis. We're much more informed. Commissioner and consumer of analysis.

162
00:37:14.923 --> 00:37:39.440
Hugh Cole: There was interest in the pre-event questions around around data, use for engaging the public. And so I just wanted to show our open data portal, which we've had up for some time now, and we're pushing, trying to push the boundaries in terms of putting up more and more relevant data. The snapshot on the right is about inland water quality, which has been a concern for a number of activists and quite a sensitive area. So we, with the support of our mayor, put that out onto the open data portal.

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00:37:39.580 --> 00:38:02.099

Hugh Cole: But what I think what we realize is that putting raw data sets out has its limits. And really, you need to build more targeted products for people to engage, depending on their interests. So this is an example of our ease of doing business initiative which is really focused on the built environment value chain. So construction. And we've we've set ourselves targets for improving times

164

00:38:02.250 --> 00:38:26.270

Hugh Cole: and costing certain things in the city interacting with the State. And then we've created a dashboard to help the public and interested stakeholders track our progress against those. So Jesse, this is where, you know, we might run out of time, but just to go a little bit deeper, you know, we ask ourselves, well, what's possible. When we use our data better, we make the use of our data easier and better. And we and we get trusted with more data.

165

00:38:26.330 --> 00:38:52.670

Hugh Cole: So the 1st examples around property values and pro and and evaluating changes in properties. So we can update property values more accurately. And this is you know, currently, the was the previous process was use the digital surface model plus, you know, human eyeballs to to detect changes. The process of assessing, looking for those changes took about 4 months and lead to like 6,000 6,000 changes in a year.

166

00:38:52.890 --> 00:39:09.679

Hugh Cole: We then implemented a new pilot process using deep learning takes about 5 days to process 5 days for human. You know, officials to check those. The the what's been picked up through the deep learning, and it leads to, you know, to to much quicker turnaround on detecting changes.

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00:39:10.210 --> 00:39:19.909

Hugh Cole: So you know, how was that possible? Well capable staff in the in the line department we were working with strong ownership, the right technology and a really good culture of collaboration.

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00:39:20.865 --> 00:39:47.890

Hugh Cole: Another example, is that, you know, there are lots when you're in a city environment there, lots of lots of crises relating to interruptions to services. We have lots of communication channels, and that need to be constantly updated. Could we do this in a better way? And so really, this is about taking connecting our city systems through an Api to our city website and applications, but also 3rd party applications.

169

00:39:47.900 --> 00:40:07.119

Hugh Cole: So we now, the image on the left is our city website. It's got a service notification relating to water. The image on the right is a 3rd party application, mobile application. Read it with an electricity related service interruption update, they both have the same source. So you just update that source

170

00:40:07.120 --> 00:40:28.289

Hugh Cole: data with interruption, and it automatically is available internally to commerce channels and to external partners. And we know that if we are able to be more coherent as in how we communicate this local government that builds trust. And this really doesn't cost that much to implement. If you have the the standardization and and the other things in place.

171

00:40:28.580 --> 00:40:52.570

Hugh Cole: and then the last example really is. If we get these other things right, governance, capabilities, architecture, we can be trusted with more data, and we can start to take on some of our toughest challenges in a urban environment such as ours. So these red dots on the map are showing service notifications. So in our city, you can log online a service request to say, my streetlight's not working, or there's a burst water main in my road.

172

00:40:52.710 --> 00:41:17.340

Hugh Cole: and then that gets then flows into the work systems. And a team gets deployed and is a response to that service need. So those red dots are showing those service requests. But this area in purple is an area of informal settlement, what we call informal settlement in South Africa and other places. You might call it a slum, but it's informal housing structures. It's not a formally demarcated suburb, with formal housing and roads.

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00:41:17.490 --> 00:41:26.879

Hugh Cole: and but there are, there is infrastructure there, service infrastructure there taps and toilets that people rely on on a daily basis. But you're not seeing any service notifications.

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00:41:26.980 --> 00:41:51.930

Hugh Cole: So we we initiated a project with an Ngo partner to go out using handheld devices into communities and collect that those service notifications, those issues with the infrastructure in that area, and then critically, that didn't get emailed to the city as a spreadsheet which makes it very hard to action. But we we actually built an Api, made sure we could ingest it through an Api, and then it got fed into our sap business system

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00:41:51.930 --> 00:42:00.120

Hugh Cole: for actioning through our normal, our normal processes. So you know how possible trust 1 min or either.

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00:42:00.120 --> 00:42:00.819

Jesse Samasuwo: Last minute.

177

00:42:01.170 --> 00:42:11.428

Hugh Cole: Okay, cool. So you know. You, you know, this really helps a lot with service delivery, and it helps full trust in a in a city with, we do have, you know,

178

00:42:11.730 --> 00:42:34.620

Hugh Cole: communities that can least withstand service interruptions. So you know, all of this doesn't just happen. These things can lead to better services. But it doesn't just happen. It requires all of those things. I sustained effort on the things I set out, you know, I said out when I talked about our strategy and this sort of use case driven building of of momentum and leadership support.

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00:42:34.910 --> 00:42:55.280

Hugh Cole: and in terms of common barriers I saw. This is part of my preparation for the session, and I said these out as some of the things that came top of mind to me. So I'm not gonna belabor these because I think Mohammed has covered these very well, and they came up in the chat. but we can discuss them in the in the in the QA. Time. Thanks very much.

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00:42:56.120 --> 00:43:18.209

Jesse Samasuwo: No, thank you, thank you, Hugh, and thank you. Mohamed. Really, really great presentations and great case studies and principles that we can all reflect on. Please do keep sharing your questions, for today's speakers. I know many of you have shared some, and we kind of will pick them up, and those of you that submitted them before today's event will go through those questions as well while submitting those I want to remind everyone to

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00:43:18.590 --> 00:43:42.420

Jesse Samasuwo: for those of you that weren't here for our opening remarks that we have a fantastic data skills network on the A political platform which is a dedicated space for people to all walks of the public sector to share knowledge and resources on this important subject. So please do feel free to go over there and join and ask questions and we'll pick them up after

today's event. There's never enough time in these events as you can see today. So it's a great space to kind of keep learning.

182

00:43:42.420 --> 00:43:59.820

Jesse Samasuwo: But yes, let's dive into questions, some really really excellent ones. There, I'll start with one that Cara has asked, and I think they might speak for a lot of us that says when they say, What would you recommend for a math, shy individual who is nervous about data and wants to improve their use of it in government policy work?

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00:43:59.820 --> 00:44:20.630

Jesse Samasuwo: Is there good starting points or areas to delve into recommended training or to refer colleagues to? Yeah. And I think this speaks to the fact that I mean around 60% of folks at the beginning of the event were saying that they are somewhat confident about their day to use both to Mohammed and to you, Hugh, what's a good starting point in terms of the kind of knowledge and skills that public servants

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00:44:20.630 --> 00:44:23.539

Jesse Samasuwo: need to be more data confident. I'll come to you first, st Hugh.

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00:44:25.150 --> 00:44:26.477

Hugh Cole: So I think,

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00:44:27.060 --> 00:44:56.309

Hugh Cole: this, probably. Yeah, there are lots of good free training programs online that one can access. And I think you know one doesn't need to do complicated math to make sure that one understands some of the fundamentals. And I mentioned one of my closing slide there, but understanding. For example, being very clear on the difference between correlation and causation, I know that may like be really oversimplified, but I see it all the time in government where people go. Oh, this number is going up, and so is this number. They must. That must be causing this

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00:44:56.762 --> 00:45:18.569

Hugh Cole: and so I think getting some like really good introductory stats training. And there's some very good books out there, you know. Naked statistics is like a very good, a very good kind of easy read. So you know, if if you're not, if you're math shy, or don't have a lot of background on this getting yourself jammed up on the basics of good statistical analysis was already great.

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00:45:18.865 --> 00:45:27.150

Hugh Cole: Is a really great start. And then, I think, starting to use good dashboarding tools because actually, the products out there. And it's only becoming easier with AI.

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00:45:27.150 --> 00:45:42.489

Hugh Cole: The need to be able to code or do complicated maths is is, you know, becoming more moving, more higher and higher up. The value chain. And so many of the tools available to us now are so friendly to people who don't, who know what they want to do.

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00:45:42.490 --> 00:46:00.250

Hugh Cole: but don't necessarily know them how to code or to do the math to get the result. So I think, you know, starting to use some of the really good dashboarding tools that are out there. Like to, you know, like, you know, superset or or power bi, and just start making a start would be a good place.

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00:46:00.570 --> 00:46:07.027

Jesse Samasuwo: Yeah. And I love that point about principles. Mohammed, same question to you. Just where would you? What would you? What would you recommend as a starting point.

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00:46:07.250 --> 00:46:12.030

Mohammed Bellamine: Actually, this is a great great question. So my my recommendation is.

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00:46:12.430 --> 00:46:22.950

Mohammed Bellamine: or my assessment that you don't need to be mathematician to use data. Well, so you need to start with stories behind the numbers trends, comparison before and after the outcomes.

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00:46:23.342 --> 00:46:45.320

Mohammed Bellamine: I think Cole mentioned different ways or different tools. I can add, let's say, data, camp coursera, or even internal training, if available. So pair up this with data body, ask a lot of questions because it's all about curiosity. You have very good math background, but it's all about curiosity to beat calculus every time.

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00:46:45.320 --> 00:46:50.909

Mohammed Bellamine: So that's what I can say when it comes to a math shy person, nervous about using the data and policy.

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00:46:51.670 --> 00:47:04.460

Jesse Samasuwo: Amazing. I'd be risk. I'd be remiss if I didn't also mention that there are lots of free courses on using data and government public servants on apolitical as well. But yeah, no. I appreciate that. The answer Mohammed.

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00:47:05.350 --> 00:47:33.580

Jesse Samasuwo: some interesting questions, a more slightly more technical one around data, maturity assessments. So Daisy asked, what are your thoughts on data, maturity, assessments, and advice for successful implementation and recommendation? Daisy's found that the initial research questions can be tricky to understand, particularly for those not familiar with data type language. Maybe a quick overview Mohammed, if you can, of what a data maturity assessment is, and maybe just responding to Daisy's question.

198

00:47:33.580 --> 00:47:58.379

Mohammed Bellamine: Sure. So data, maturity assessments are actually very powerful, but only if they are accessible, the language can can be absolutely be a barrier. So my advice make it very human. Use plain terms, concrete examples and and tailor the conversation to the audience role, because not necessarily everyone or decision makers have some technical background.

199

00:47:58.580 --> 00:48:24.140

Mohammed Bellamine: And it's not. Do not just survey data. People include diverse voices. It could be how can I say it? Interviews or face to face interviews or focus group. You know, I mean, depending on the on the situation. That's how you can get honest and useful picture that you could. You could build buying from the start. Because this is very important. It's about all it's all about buying.

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00:48:26.701 --> 00:48:29.269

Hugh Cole: Can I make a quick comment on that.

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00:48:29.270 --> 00:48:30.100

Jesse Samasuwo: Please, do.

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00:48:30.100 --> 00:48:37.799

Hugh Cole: So we we've done data, maturity assessments. And I think what Mohammed's advice is is very sound. But 1 1 thing I would say is

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00:48:37.890 --> 00:49:05.289

Hugh Cole: you'd be. You need to be really clear on like, why, why you're doing it, and how you actually going to use it. And and I think one of the challenges in the data space if I compare it to my colleagues in project management. So we have colleagues who are driving project management program management maturity across the city government, and they do maturity assessments. But it's quite. It's I'm quite jealous of them because they have. There's a standard, a very established practice. And there's certain disciplinary

204

00:49:05.290 --> 00:49:29.309

Hugh Cole: capabilities that have been very well documented across the project management, discipline and standardized internationally. And so you know, I they can benchmark themselves quite easily. I. The truth is, in in data, data analytics. It's just not that standardized. And it is, you know, quite different, depending on where you are so, I think my only my only supplement to what Mohammed's advice would be is be very clear on the purpose.

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00:49:30.250 --> 00:49:51.090

Jesse Samasuwo: Yeah, very, very helpful. And I wonder if there are any reflections on the advice, Daisy? Whoever asked the question. There's an interesting question here from Amaya? Who talks about how can using anecdotal and qualitative information and using that to complement perhaps more quantitative data, driven decisions.

206

00:49:51.090 --> 00:50:02.339

Jesse Samasuwo: especially in instances where there are lag times of data, collection or decisions requiring urgent action. Mohammed, I'll come to you first. What's your advice on kind of blending those different types? Of

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00:50:02.670 --> 00:50:04.180

Jesse Samasuwo: what types of data

208

00:50:09.420 --> 00:50:10.610

Jesse Samasuwo: Mohammed.

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00:50:13.060 --> 00:50:19.119

Mohammed Bellamine: All right. So your question is, is it about the value about keeping some data silos for security reasons.

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00:50:19.480 --> 00:50:23.370

Jesse Samasuwo: Yeah. So wants to know how to blend anecdote.

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00:50:23.370 --> 00:50:34.719

Mohammed Bellamine: Okay, this is also a sharp, very sharp one. So in terms of cyber security controlled separation of data can be smart. However, if there is a breach, it's better to lose a slice

212

00:50:34.830 --> 00:50:53.870

Mohammed Bellamine: than to lose the the whole pile right? But the the silos we are talking about here, are more operational, not security driven. So these silos block collaboration, slow decision making and create can and definitely create. How do we call it blind spots.

213

00:50:54.370 --> 00:51:20.680

Mohammed Bellamine: So the goal is not to have full centralization. It's about smart integration. So security is key, secure role-based access that allow us to connect the dots without compromising protection. So the bottom line that we need to secure we need, we can be secure and data driven and not necessarily compromising the the integration of data.

214

00:51:21.550 --> 00:51:40.080

Jesse Samasuwo: Yeah, that's really helpful. And I think that really speaks to the question. I can't remember who asked it, but they were talking about. Maybe there is some value in having silos for data protection. I think that answer really helpfully gets to that question, Hugh. I'll bring that question about qualitative information? How can it complement quantitative decision making when in government.

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00:51:40.790 --> 00:51:41.340

Mohammed Bellamine: Yeah.

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00:51:42.160 --> 00:51:42.580

Mohammed Bellamine: Yeah.

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00:51:42.580 --> 00:51:44.940

Mohammed Bellamine: I'll bring that one to Hugh. Just okay.

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00:51:45.130 --> 00:52:03.269

Hugh Cole: Yeah. So just on that previous point, I'd be Jesse, I'd be as bold as to say, Yeah, I really would want to avoid any excuse for having a data side of so you know, I think the data security pieces absolutely critical. If you don't data security, the whole effort is compromised. But

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00:52:03.571 --> 00:52:18.039

Hugh Cole: I wouldn't put silos as a reason, for you know you wouldn't. I don't want any reason to protect the silo basically so, but on the on the combining data set. So I think I think you do. There is huge value in combining them. I

220

00:52:18.050 --> 00:52:44.596

Hugh Cole: I can't think of a lot of examples of doing this very well. I mean, we do use, for example, social media sentiment monitoring for some of our. For some of our work. We obviously have qualitative assessments that we do when you go out and engage with communities. But I haven't seen. You know, I can't think of, I mean so so the short answer is, is there value in it? Yes, absolutely. Because and something I think

221

00:52:45.320 --> 00:53:02.230

Hugh Cole: government doesn't do enough of and needs to do much more is user testing. So in the private sector, this is like standard, right? You don't develop a product or service without doing really robust user testing. And you iterate you, you develop a product, you improve it, then you test it, and then you you improve it on the basis of the feedback

222

00:53:02.230 --> 00:53:20.169

Hugh Cole: government doesn't do that. We kind of do this log frame planning. We execute the product, and then it's there. The public must deal with it. However, it is, and I think I would love to see us doing much more user testing with the government services. And that's where I think that qualitative, combined with quantitative, could be very, very powerful.

223

00:53:20.610 --> 00:53:21.170

Jesse Samasuwo: Yeah.

224

00:53:21.200 --> 00:53:30.609

Jesse Samasuwo: And I think that builds on a question, Mohammed, you were talking a lot about culture early on. And Jonathan asked this question here. How do you recommend overcoming leadership? Resistance to investing

225

00:53:30.700 --> 00:53:31.200

Jesse Samasuwo: in

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00:53:31.200 --> 00:53:41.240

Jesse Samasuwo: improvements, especially when it involves a resources trade-off, for example, with frontline delivery? But how do you get that leadership buy-in, Mohammed, that you're talking about as being important.

227

00:53:44.160 --> 00:53:48.027

Mohammed Bellamine: So it's totally fair. So actually, leaders.

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00:53:48.590 --> 00:53:53.429

Mohammed Bellamine: how can I say, have tough trade off? But here is the case. Better data.

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00:53:53.430 --> 00:54:12.219

Mohammed Bellamine: Better, let's say, frontline delivery or cost saving. You need to show them the whether the opportunity or the risk. So when we invest in data, we uncover what's working what's not and where to focus on resources. So the buy enough, because this is something that we we went through

230

00:54:13.061 --> 00:54:30.730

Mohammed Bellamine: years ago, and we we had to have the buy-in of the of the top management before we rolled out several initiatives. So we need to talk to them, not necessarily with technical language. We need to show them both the opportunity

231

00:54:30.900 --> 00:55:00.170

Mohammed Bellamine: and also the risk, and also something that we do. Maybe that does not apply in other parts of of the world is, we do absolutely sort of benchmark with, let's say, for something which is very comparable to our organization elsewhere, just to show the best practice at what's on. What's the impact? This could be very convincing to the decision maker to take the right decision to embark them, to embark them with the with us in in any initiative.

232

00:55:02.540 --> 00:55:03.929

Hugh Cole: Can I ask that, Jesse.

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00:55:03.930 --> 00:55:04.999

Jesse Samasuwo: Yeah, please, do.

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00:55:05.150 --> 00:55:07.849

Hugh Cole: Yeah. So I think for me.

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00:55:08.140 --> 00:55:23.160

Hugh Cole: you have to work kind of both levels. You have to get the authorization right. And so so, for example, when we did the data strategy, I had colleagues of mine who are critical to our data mission in the city going? Oh, another strategy strategies don't change anything. They can just sit on the shelf.

236

00:55:23.160 --> 00:55:47.459

Hugh Cole: and that can be true. There's like there's no we all know government is good at producing strategies and policies that can sit in the shop. But if that is what your organization needs to know, that this is an authorized channel of direction, and that we know where we're going, why, and then that cascades down into like action, plans, etc. Etc. Then, you know, you got to do that work. So you've got to put in place the governance and the strategy and the direction

237

00:55:47.540 --> 00:56:14.950

Hugh Cole: from the top. But then you also need to do the use cases and show and show value, and so that it becomes real and tangible, and people can feel the difference. One thing in my experience you got to watch out for in use case, though use cases is getting sucked into into kind of rabbit holes that don't necessarily meet the core pain points of your key leaders in the organization who need to get on board. And so the more that you can work on things that are helping to solve real

238

00:56:15.000 --> 00:56:33.049

Hugh Cole: real dynamics or helping them to execute on their core Kpis, better then, the more traction you're gonna get. So you know, working on things, using your your data, your skills, data skills to work on things that really help them solve problems is is, gonna get you a lot of traction.

239

00:56:33.390 --> 00:56:34.000

Jesse Samasuwo: Yeah.

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00:56:34.170 --> 00:56:45.169

Jesse Samasuwo: excellent. That's a great point to help us conclude on like being really focused on practical solutions. Some really, really brilliant questions and answers in the past hour, and we've had so many of you that pre-submitted questions

241

00:56:45.170 --> 00:57:09.640

Jesse Samasuwo: and apologies. If we didn't get around to them. If that is the case. Please, please do consider joining the data skills network community. As I said, with over 500 public servants there who can respond to the questions and kind of engage with the topics you're talking about. Some really, really great insights from both of our speakers, and I'd like to ask all of you to join me in giving Mohammed and Hugh a virtual round of applause from wherever you are, and most importantly, thanks to all of you for joining us, the attendees

242

00:57:09.640 --> 00:57:12.830

Jesse Samasuwo: investing your time and learning, and being so engaged with this topic.

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00:57:12.870 --> 00:57:42.209

Jesse Samasuwo: while I share some final pieces of information. The team's going to pull up a quick poll which has already come up, and it's asking you, on a scale of one to 10. Please rank your agreement with the statement. The event was a valuable use of my time, 10 being one meaning complete disagreement. 10. Meaning that you completely agree, and that's a private response. So feel free to answer honestly. While you are responding, I want to reiterate that this isn't the end, but the beginning of a conversation. So, as I said, we'll keep sharing ideas and challenges and questions in the data skills network.

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00:57:42.320 --> 00:58:01.809

Jesse Samasuwo: A special thank you to all of you that attended today, Hugh Mohamed. One last question for me before I let you both go. We have a bit of a tradition here at apolitical of sharing a 1 word takeaway from the session. So if I put you both on the spot again. I'll ask you to share one thing idea you've taken from today's session, Mohammed. I'll come to you first.st

245

00:58:04.310 --> 00:58:21.149

Mohammed Bellamine: I think the I mean both the my presentation and the call. I think we have some something in common, but also we have what I what I noticed that we have also different perspectives, because the reality is not the same. So I don't hear me as well, and the questions are were really,

246

00:58:21.450 --> 00:58:41.490

Mohammed Bellamine: very, I would say, very accurate and very challenging. Even, I mean, this is a like a wake up call for for so many things. Gdpr, you name it so many data on the shelf. I think this, I mean conversation should should carry on on this topic, because this is that this is how this is the how it will frame the our future.

247

00:58:41.990 --> 00:58:43.430

Jesse Samasuwo: Amazing for everyone.

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00:58:43.620 --> 00:58:45.850

Jesse Samasuwo: Absolutely Huan for you. One word, takeaway.

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00:58:46.200 --> 00:59:00.539

Hugh Cole: I'll try and stick to one encouraged and encouraged because it's so. The questions and comments in the chat were great, and it's encouraging to know that you're not alone when you're trying to push forward these things in the public sector. So thank you.

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00:59:00.700 --> 00:59:06.550

Jesse Samasuwo: Absolutely thank you again to you both. I'll leave everyone today afternoons or your mornings. Thanks for joining us, and hopefully see you again soon. Bye.

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00:59:06.550 --> 00:59:07.839

Mohammed Bellamine: Thank you. Bye.